

# DEPARTMENT OF DEFENSE

## DEOMI Organizational Climate Survey (DEOCS) Report

**Organization:** USS SHILOH CG 67

**Commander/Director:** [REDACTED]

(b) (6), (b) (5)

**Admin Number:** 1572403

**Tuesday, August 25, 2015**

**Defense Equal Opportunity Management Institute  
Directorate of Research  
Patrick AFB, FL**

**RCS: DD-P&R (AR) 2338**

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It is important to review all sections contained in this report. Compare the information presented in Section III, Perceptions of Discrimination, Section V, Climate Factor Subgroup Comparison, along with Appendix, Written Comments from Your Organization. Doing so can sometimes help to validate potential areas of concern.

## **I. HOW TO INTERPRET YOUR DEOCS RESULTS**

1. Start by looking at the demographic breakout in Part II, which shows who completed the survey. The charts provide a visual display of respondents by their demographic features. Survey respondents can select any option when completing the demographic portion of the survey, so numbers may not match the personnel assigned. Determine if the participants represent the overall assigned population.
2. Review section III, Perceptions of Discrimination. This shows perceptions of these incidents in the workplace during the past 12 months, actions taken to address them, and members' satisfaction with issue resolution.
3. Review section IV, Sexual Assault Prevention and Response (SAPR). This covers perceptions of leadership support, knowledge of sexual assault reporting options, perceived barriers to reporting sexual assault, and bystander intervention climate.
4. Review section V, which provides climate factor results broken out by demographic subgroup, facilitating direct comparison between complementary groups. Higher averages reflect more positive ratings. Results are displayed using a green, blue, and red coding scheme, respectively reflecting above average, average, and below average.
5. Review section VI, Overall Unit Summary. This provides a comparative analysis for each of the factor areas, comparing your unit's current average with its parent Service branch. Results are displayed using the same color coding scheme.
6. Review section VII, which shows responses to the individual climate factor questions
7. Review section VIII, which shows provides interpretation and recommendations for the DEOCS report.
8. Review responses to Locally Developed Questions (if you chose to include these in your survey).
9. Review responses to Short Answer Questions (if you chose to include these in your survey).
10. Review written comments and look for trends. Determine whether the comments support the numerical data.
11. If needed, conduct interviews to further characterize organizational issues and strengths, and opportunities for improvement.
12. If needed, review the organization's written records and reports to determine validity of perceptions revealed by the survey and interviews.

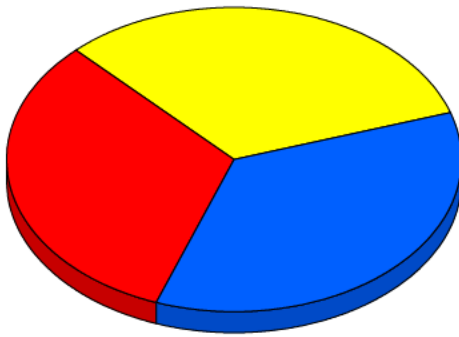
## **MAKING CLIMATE ASSESSMENT RESULTS WORK FOR YOUR ORGANIZATION**

1. Share the results with members of your organization.
2. Involve key leaders; let members know you are acting on their feedback.
3. If needed, establish an action team to develop and implement a plan for organizational improvement.
4. Conduct another climate assessment in accordance with your Service component directives to determine the effectiveness of the corrective actions that were taken to remedy validated perceptions.

If you or your staff requires assistance, do not hesitate to contact the DEOCS Support Team at DSN 854-2675/3260/4217 or commercial (321) 494-2675/3260/4217.

## II. DEMOGRAPHIC BREAKOUT

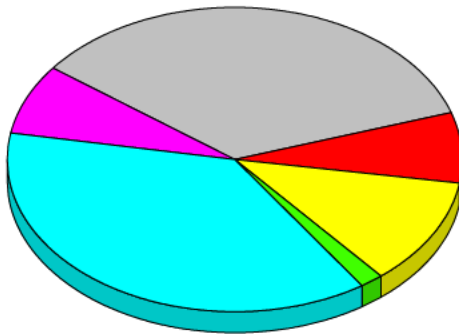
### MINORITY vs MAJORITY



	Frequency	Percent
Minority	43	35.54
Majority	39	32.23
Declined	39	32.23
<b>Total</b>	<b>121</b>	<b>100.00</b>

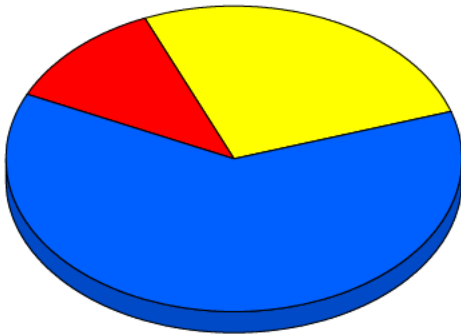
For the majority/minority subgroup categories, the majority category includes all respondents who listed their race as "White," and their ethnicity as "not Hispanic." All other respondents are included in the minority subgroup.

### RACE



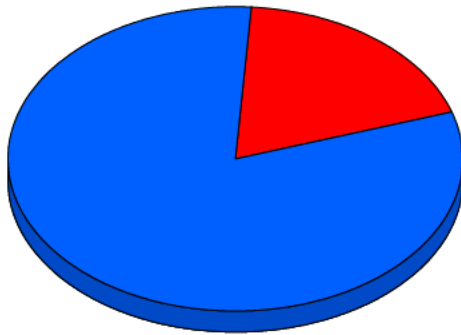
	Frequency	Percent
American Indian	0	0.00
Asian	9	7.44
Black	14	11.57
Native Hawaiian	2	1.65
White	45	37.19
Two or More	9	7.44
Declined	42	34.71
<b>Total</b>	<b>121</b>	<b>100.00</b>

### ETHNICITY



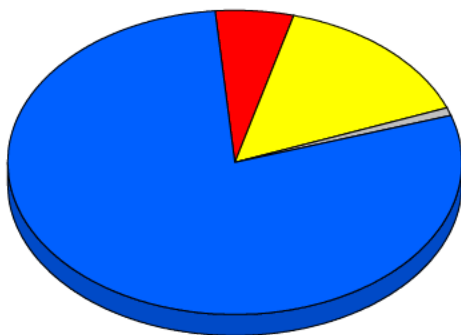
	Frequency	Percent
Not Hispanic	75	61.98
Hispanic	14	11.57
Declined	32	26.45
<b>Total</b>	<b>121</b>	<b>100.00</b>

### GENDER



	Frequency	Percent
Men	98	80.99
Women	23	19.01
<b>Total</b>	<b>121</b>	<b>100.00</b>

### CATEGORY

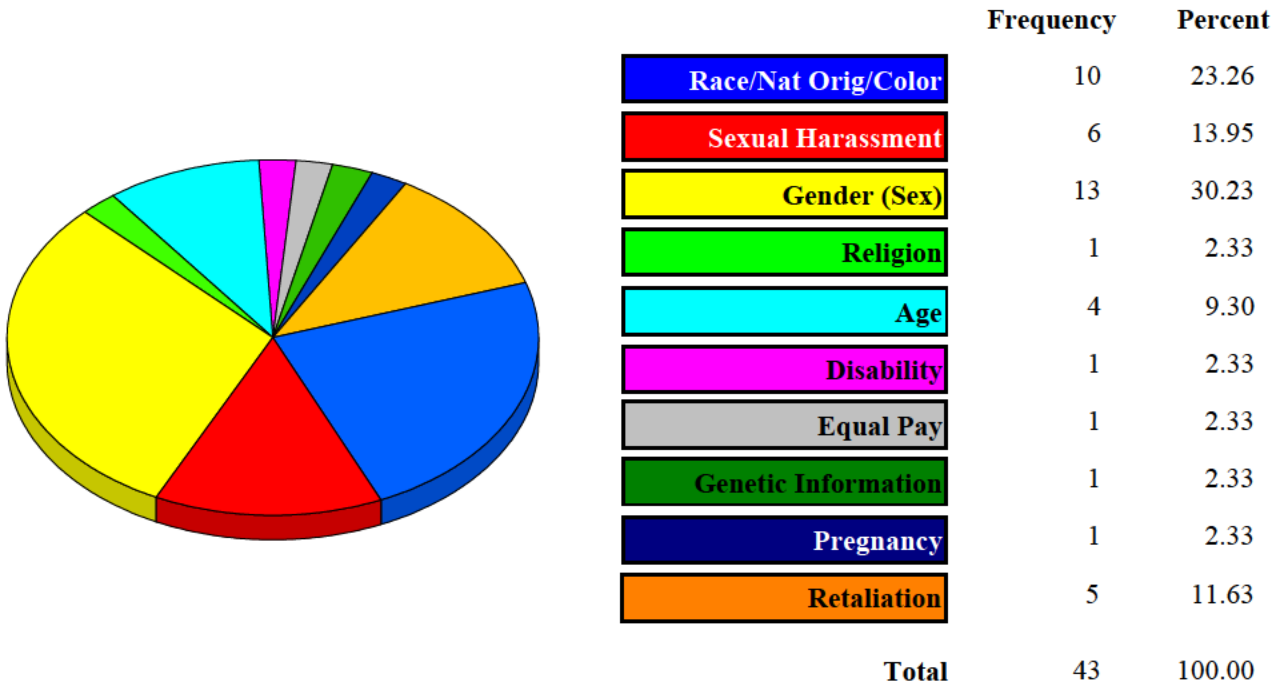


	Frequency	Percent
Junior Enlisted	95	78.51
Senior Enlisted	7	5.79
Junior Officer	18	14.88
Senior Officer	0	0.00
Junior Civilian	0	0.00
Senior Civilian	0	0.00
Other	1	0.83
<b>Total</b>	<b>121</b>	<b>100.00</b>

### III. PERCEPTION OF DISCRIMINATION

This section addresses whether members of the organization experienced discrimination and sexual harassment, directed from members of the organization, during the last 12 months; whether they reported the incident; and their satisfaction with how the reported incident was resolved.

Within the past 12 months, I have personally experienced an incident of discrimination or sexual harassment within my current organization (**Mark all that apply**):

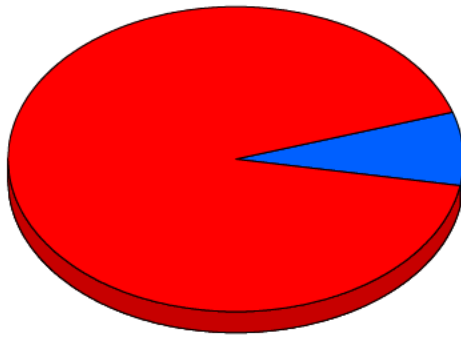


**NOTE:** Respondents can select multiple bases of discrimination, which accounts for any disparities in totals. Information specific to Sexual Harassment begins on page 14.

## EXPERIENCED DISCRIMINATION BASED ON RACE/NATIONAL ORIGIN/COLOR

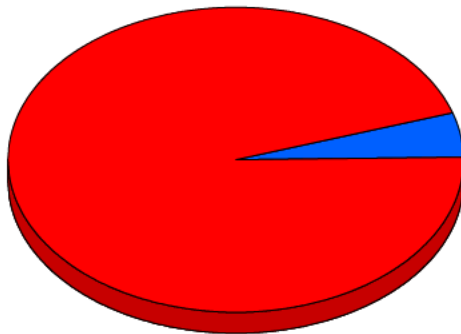
NOTE: Respondents who selected "Decline to respond" for Race and/or Hispanic declaration in the demographics section account for disparities that may appear in totals shown below.

### MAJORITY



	Frequency	Percent
<b>YES</b>	3	7.69
<b>NO</b>	36	92.31
<b>Total</b>	39	100.00

### MINORITY

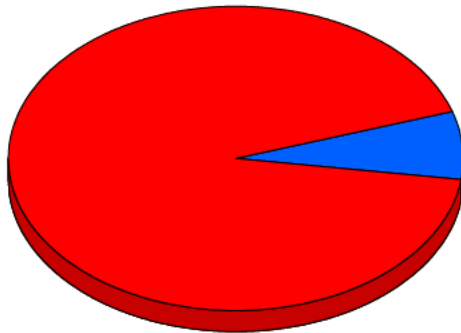


	Frequency	Percent
<b>YES</b>	2	4.65
<b>NO</b>	41	95.35
<b>Total</b>	43	100.00



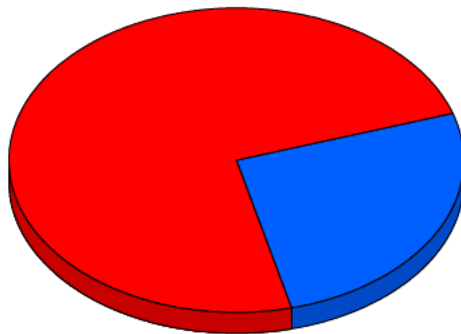
## EXPERIENCED DISCRIMINATION BASED ON GENDER (SEX)

### MEN



	Frequency	Percent
<b>YES</b>	7	7.14
<b>NO</b>	91	92.86
<b>Total</b>	98	100.00

### WOMEN

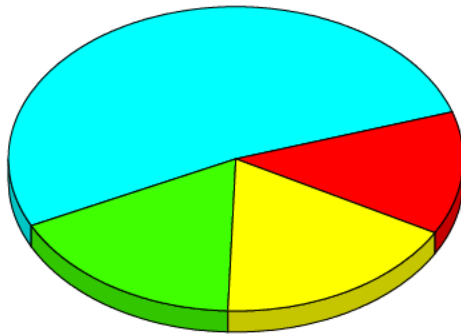


	Frequency	Percent
<b>YES</b>	6	26.09
<b>NO</b>	17	73.91
<b>Total</b>	23	100.00

## Actions Taken Following Incident of Discrimination

NOTE: Respondents' option to select more than one type of discrimination accounts for disparities that may appear in the totals shown below.

**Did you report any of the incidents of discrimination to someone in your organization?**



	Frequency	Percent
	0	0.00
	3	13.04
	4	17.39
	4	17.39
	12	52.17
<b>Total</b>	<b>23</b>	<b>100.00</b>

**Filed formal complaint through EO/EEO representative.**

**Reported incident through EO/EEO representative.**

**Reported incident to supervisor/superior.**

**Confronted individual.**

**Did not report the incident to anyone.**

"N/A" responses not included.

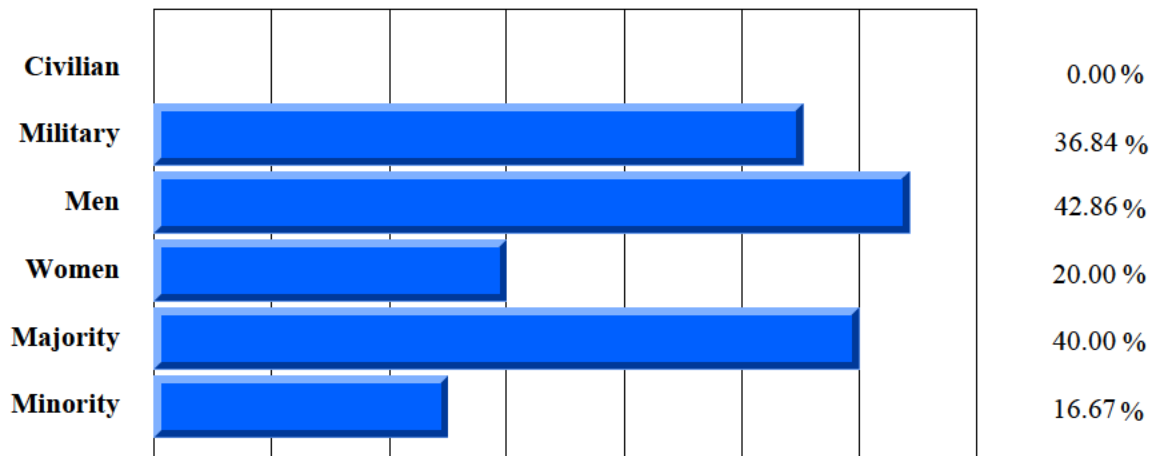
**Reported Incident of Discrimination to Formal Complaint, EO/EEO or Supervisor:  
Demographic Breakout**

NOTE: Respondents who selected "Decline to respond" for Race and/or Hispanic declaration in the demographics section or responded with N/A, account for disparities that may appear in totals shown below.

**Table 1. Reported Incident of Discrimination by Demographic Breakout**

Reported Incident of Discrimination	Reported		Did Not Report		Total	
	Number	Percent	Number	Percent	Number	Percent
Civilian	0	0.00	0	0.00	0	100.00
Military	7	36.84	12	63.16	19	100.00
Men	6	42.86	8	57.14	14	100.00
Women	1	20.00	4	80.00	5	100.00
Majority	2	40.00	3	60.00	5	100.00
Minority	1	16.67	5	83.33	6	100.00

**Figure 1. Reported Incident of Discrimination by Demographic Subgroups**

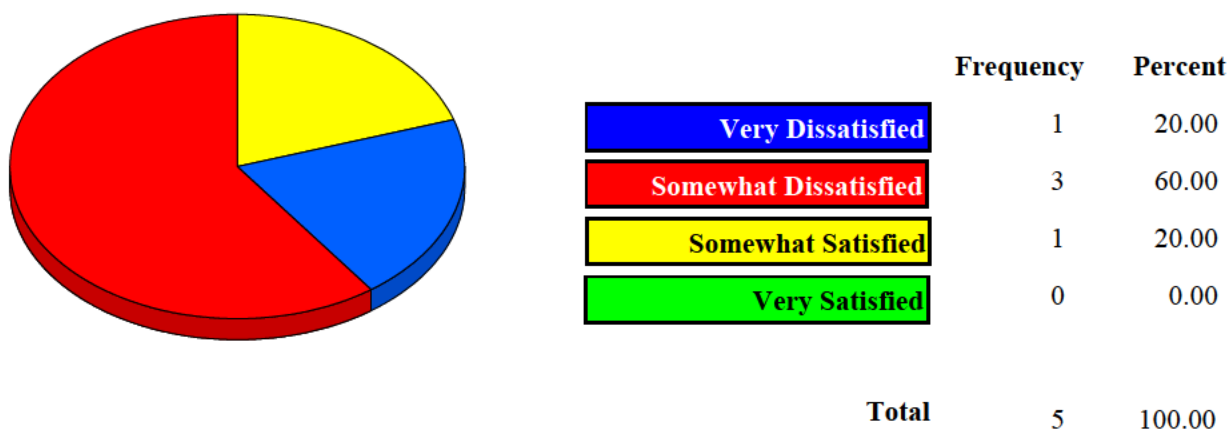


"N/A" responses not included.

**Satisfaction with Discrimination Issue Resolution: Members who Filed Formal Complaint or Reported Incident to EO/EEO or Supervisor**

**Figure 2. How satisfied are you with how your issue was (or is being) resolved?**

NOTE: Data for individuals who confronted the offenders are not included in the DEOCS satisfaction analysis.

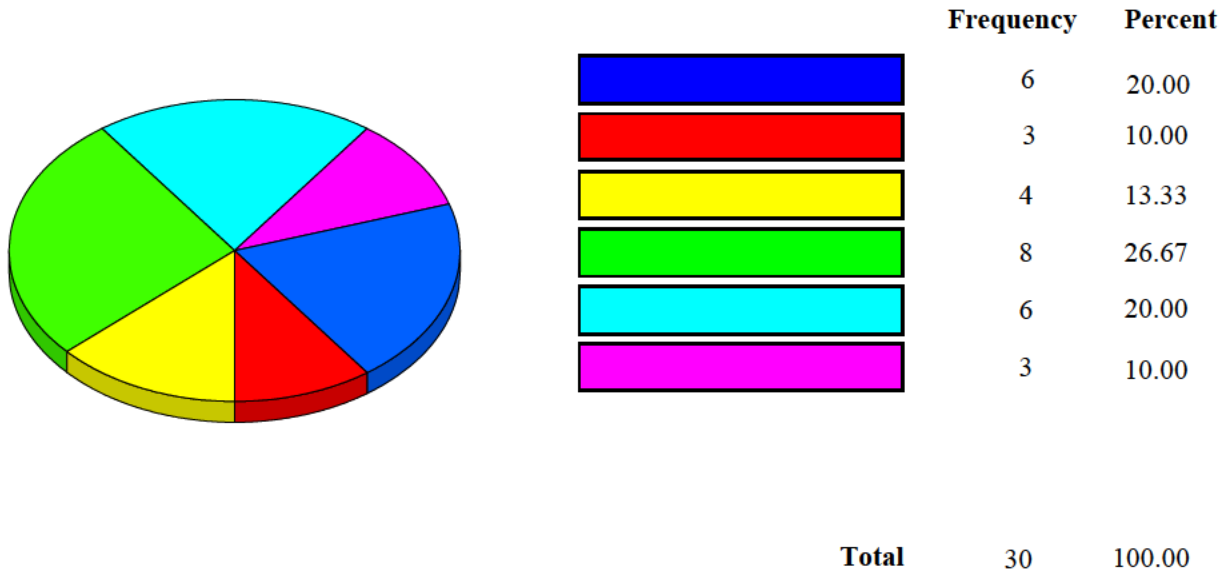


“N/A” responses not included.

### Perceived Barriers to Reporting Discrimination

If you did not report the incident to anyone in your chain of command, please indicate your personal reasons why. (Mark all that apply)

Figure 3. Barriers to Reporting Discrimination\_



The incident would not be taken seriously.

The incident would not be believed.

Lack of privacy/confidentiality.

Fear of reprisal.

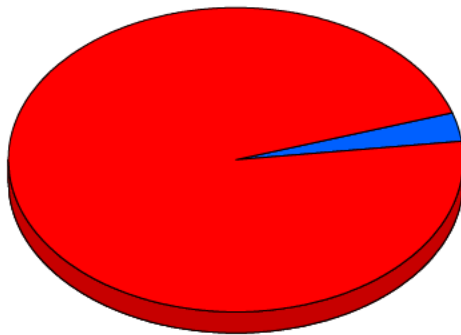
Lack of support from chain of command.

Other.

"N/A" responses not included.

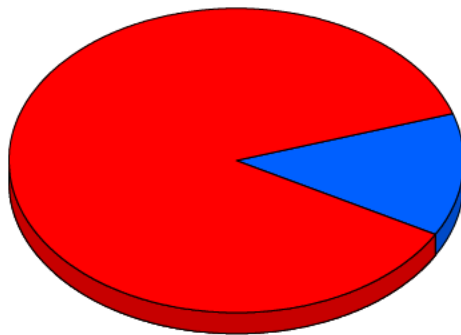
## Experiences of Sexual Harassment

### MEN



	Frequency	Percent
<b>YES</b>	3	3.06
<b>NO</b>	95	96.94
<b>Total</b>	98	100.00

### WOMEN

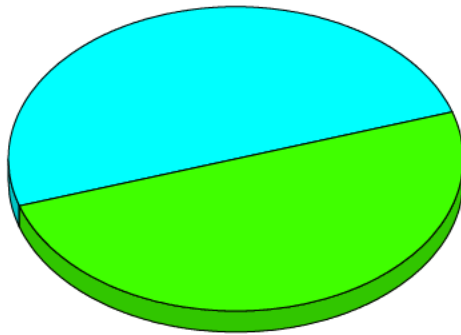


	Frequency	Percent
<b>YES</b>	3	13.04
<b>NO</b>	20	86.96
<b>Total</b>	23	100.00

### Actions Taken Following Incident of Sexual Harassment

NOTE: Respondents' option to select more than one type of discrimination accounts for disparities that may appear in the totals shown below.

**Did you report any of the incidents of sexual harassment to someone in your organization?**



	Frequency	Percent
	0	0.00
	0	0.00
	0	0.00
	3	50.00
	3	50.00
<b>Total</b>	<b>6</b>	<b>100.00</b>

**Filed formal complaint through EO/EEO representative.**

**Reported incident through EO/EEO representative.**

**Reported incident to supervisor/superior.**

**Confronted individual.**

**Did not report the incident to anyone.**

“N/A” responses not included.

**Members who Filed Formal Complaint or Reported Incident of Sexual Harassment to EO/EEO or  
Supervisor: Demographic Breakout**

NOTE: Respondents who selected “Decline to respond” for Race and/or Hispanic declaration in the demographics section or responded with N/A, account for disparities that may appear in totals shown below.

**Table 2. Reported Incident of Sexual Harassment by Demographic Breakout**

Reported Incident of Sexual Harassment	Reported		Did Not Report		Total	
	Number	Percent	Number	Percent	Number	Percent
<b>Civilian</b>	0	0.00	0	0.00	0	100.00
<b>Military</b>	0	0.00	3	100.00	3	100.00
<b>Men</b>	0	0.00	2	100.00	2	100.00
<b>Women</b>	0	0.00	1	100.00	1	100.00
<b>Majority</b>	0	0.00	0	0.00	0	100.00
<b>Minority</b>	0	0.00	1	100.00	1	100.00

**Figure 4. Reported Incident of Sexual Harassment by Demographic Subgroups**

<b>Civilian</b>						0.00 %
<b>Military</b>						0.00 %
<b>Men</b>						0.00 %
<b>Women</b>						0.00 %
<b>Majority</b>						0.00 %
<b>Minority</b>						0.00 %

“N/A” responses not included.



**Satisfaction with Sexual Harassment Issue Resolution: Members who Filed Formal Complaint or Reported Incident to EO/EEO or Supervisor**

**Figure 5. How satisfied are you with how your issue was (or is being) resolved?**

NOTE: Data for individuals who confronted the offenders are not included in the DEOCS satisfaction analysis.

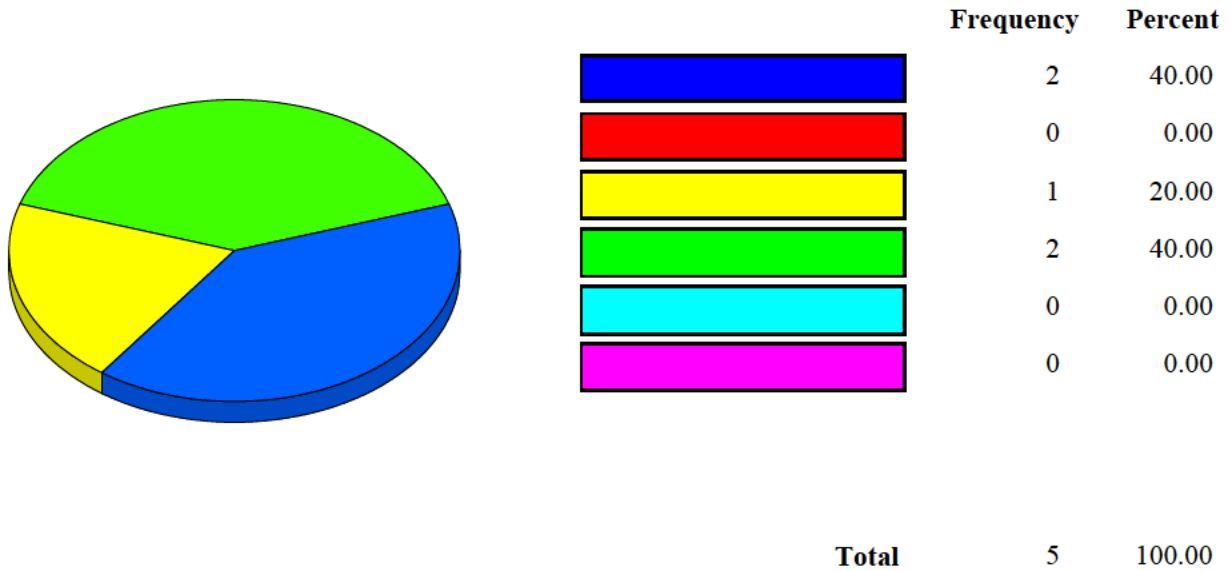
	Frequency	Percent
<b>Very Dissatisfied</b>	0	0.00
<b>Somewhat Dissatisfied</b>	0	0.00
<b>Somewhat Satisfied</b>	0	0.00
<b>Very Satisfied</b>	0	0.00
<b>Total</b>	0	100.00

“N/A” responses not included.

## Perceived Barriers to Reporting Sexual Harassment

If you did not report the incident to anyone in your chain of command, please indicate your personal reasons why. (Mark all that apply)

Figure 6. Barriers to Reporting Sexual Harassment



The incident would not be taken seriously.

The incident would not be believed.

Lack of privacy/confidentiality.

Fear of reprisal.

Lack of support from chain of command.

Other.

“N/A” responses not included.

## IV. SEXUAL ASSAULT PREVENTION AND RESPONSE

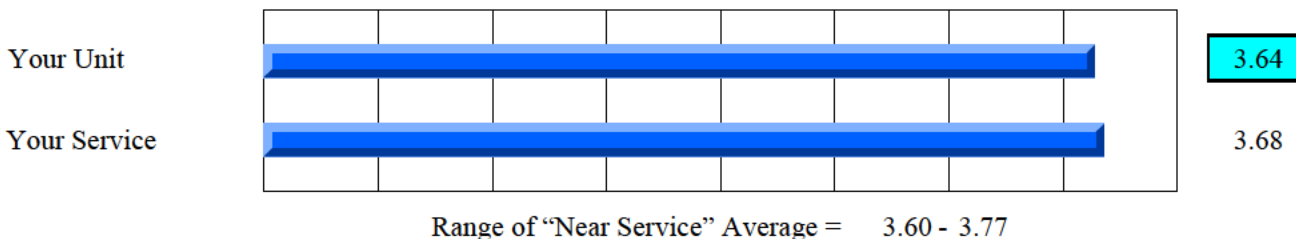
This section addresses members' perceptions of the Sexual Assault Prevention and Response (SAPR) climate within your organization. Specifically, this section includes members' perceptions of the following topic areas:

- 1) *Perceptions of Safety*
- 2) *Chain of Command Support*
- 3) *Publicity of SAPR Information*
- 4) *Unit Reporting Climate*
- 5) *Perceived Barriers to Reporting Sexual Assault*
- 6) *Unit Prevention Climate*
- 7) *Restricted Reporting Knowledge*

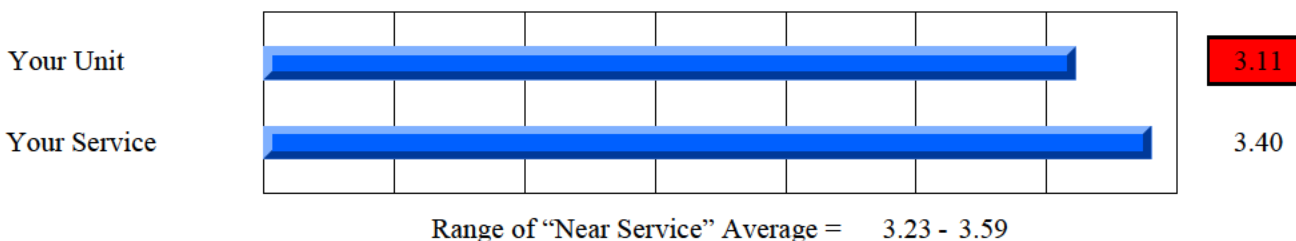
Below you will find the overall unit summary information pertaining to the SAPR climate within your organization, compared to the DEOMI database for your Service. Results display above average, average, and below average using a green, blue, and red coding scheme, respectively. Above average indicates that the perceptions of your members are markedly more favorable than the perceptions commonly held across your Service. Average indicates that the perceptions of your members are similar to that of the perceptions commonly held across your Service. Below average indicates that the perceptions of your members are markedly less favorable than those held across your Service. Your organization's average is displayed along with its respective Service branch average.



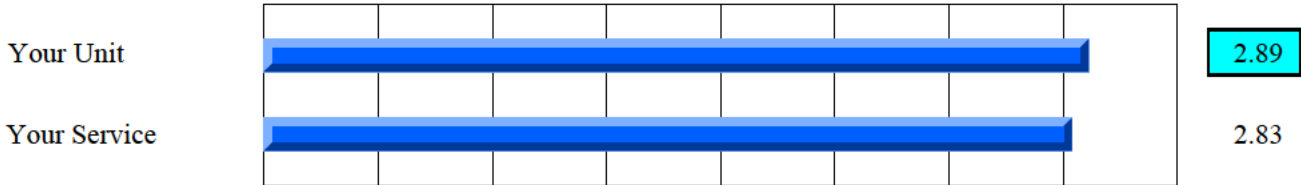
### Perceptions of Safety



### Chain of Command Support

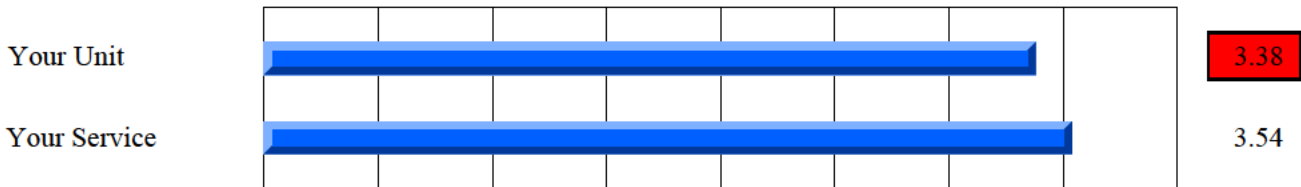


### Publicity of SAPR Information



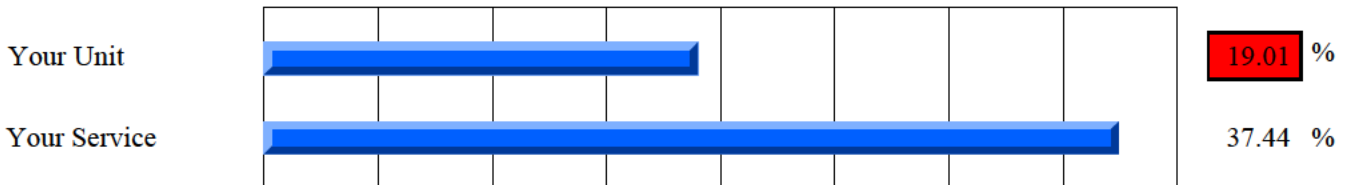
Range of "Near Service" Average = 2.65 - 3.03

### Unit Reporting Climate



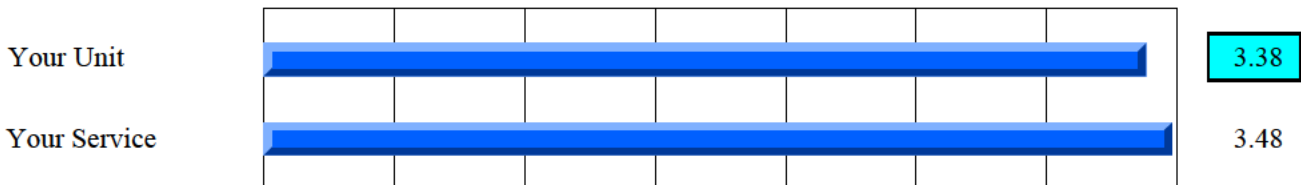
Range of "Near Service" Average = 3.41 - 3.69

### Zero Perceived Barriers to Reporting Sexual Assault



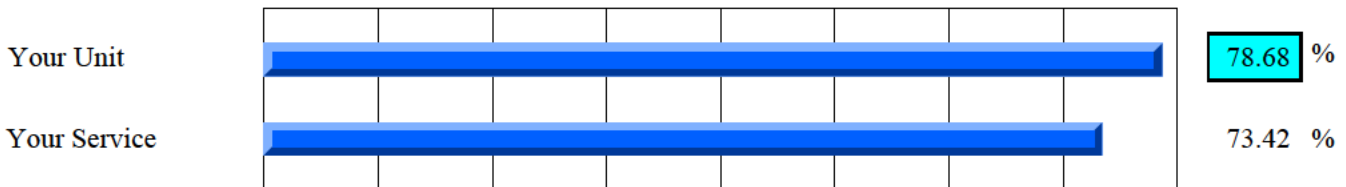
Range of "Near Service" Average = 27.06 - 47.42

### Unit Prevention Climate



Range of "Near Service" Average = 3.38 - 3.60

### Restricted Reporting Knowledge



Range of "Near Service" Average = 67.31 - 79.05

Red = Below Service Average

Blue = Near Service Average

Green = Above Service Average

## Perceptions of Safety

*Perceptions of Safety* refers to members' feelings of safety from being sexually assaulted where they currently live and perform their work/duties. Two questions measure *Perceptions of Safety*; each item is measured on a four-point scale, where respondents may select *very unsafe*, *unsafe*, *safe*, or *very safe*.

Table 3 displays *Perceptions of Safety* where individuals live, subdivided by residence and respondents' perceptions of safety where they work. The table displays the percentage of members who indicated they feel *safe* or *very safe* combined into "Safe" and displays the percentages of members who indicate they feel *unsafe* or *very unsafe* combined into "Unsafe." In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group's data will be marked with 0.00.

**Table 3. Respondents' Perceptions of Safety**

To what extent do you feel safe from being sexually assaulted where you currently <u>live</u> :	Safe		Unsafe		Total	
	Number	Percent	Number	Percent	Number	Percent
On-base/post/station	76	100.00	0	0.00	76	100.00
Off-base/post/station	44	97.78	1	2.22	45	100.00
To what extent do you feel safe from being sexually assaulted where you <u>perform your work/duties</u> :	118	97.52	3	2.48	121	100.00

Figure 7 displays the percentage of respondents who feel “Safe” where they live by demographic subgroups. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group’s data will be marked with 0.00.

**Figure 7. Respondents’ Perceptions of Safety where they Live by Demographic Subgroups**

To what extent do you feel safe from being sexually assaulted where you currently live?

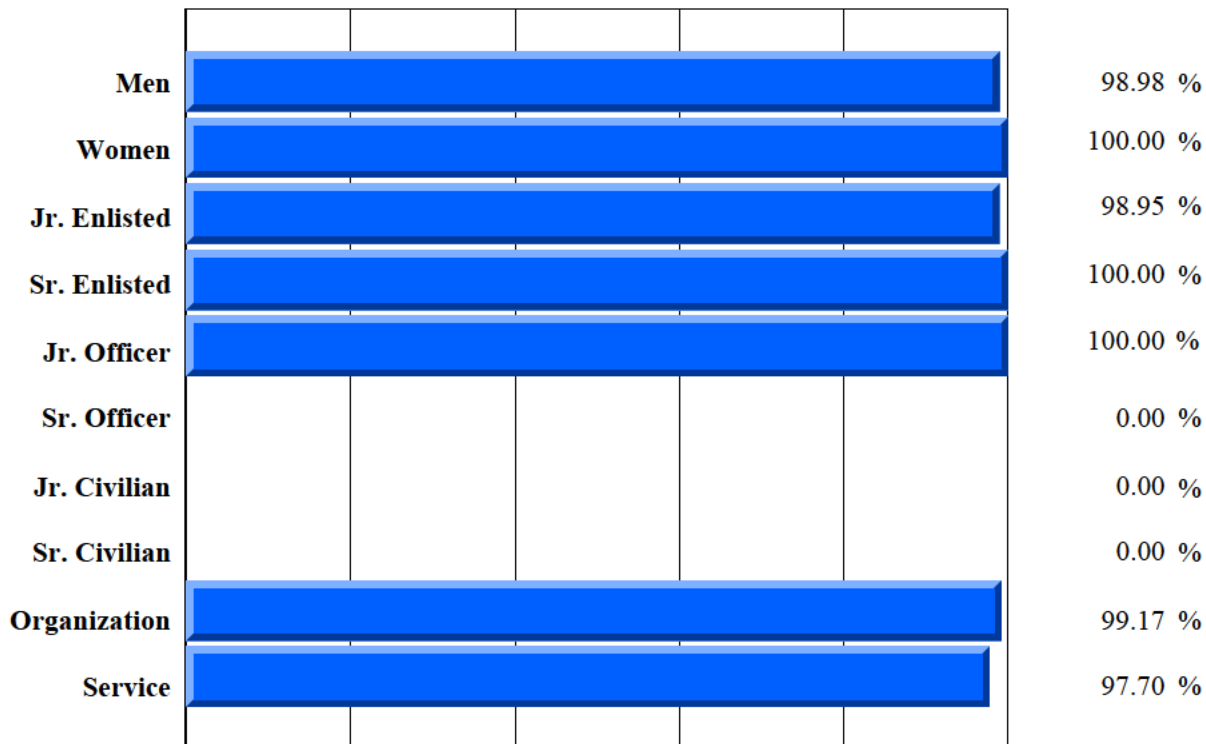
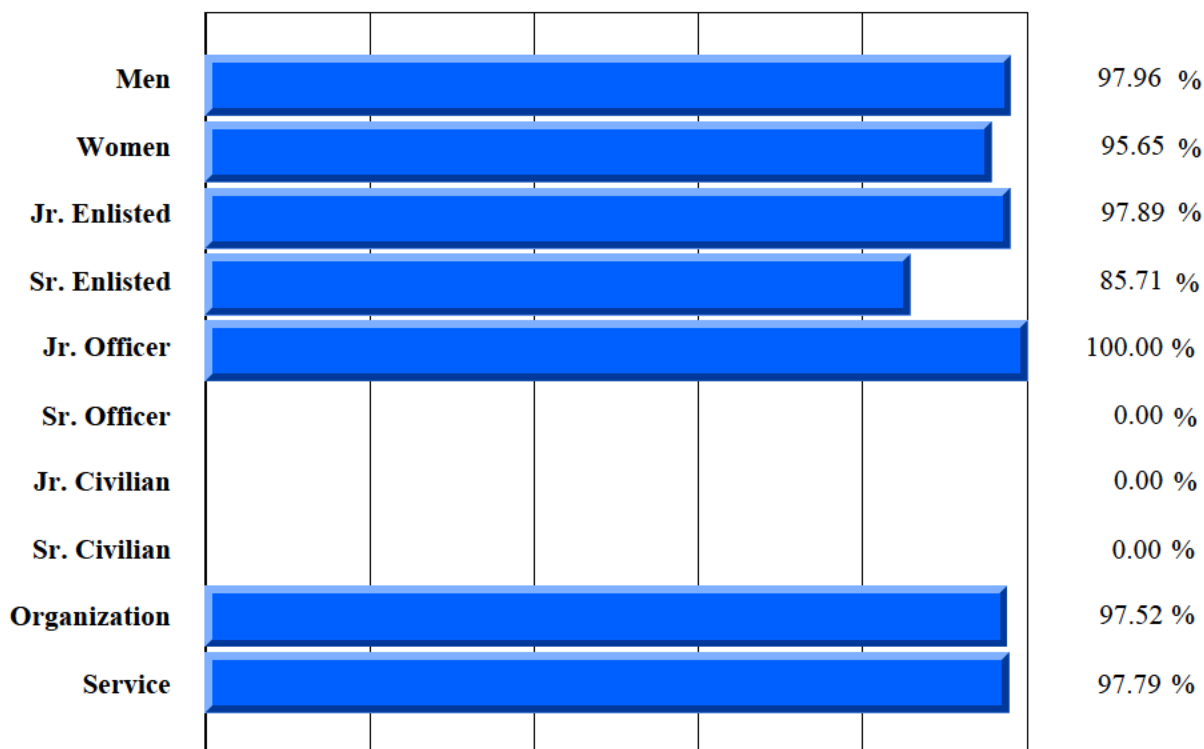


Figure 8 displays the percentage of respondents who feel “Safe” where they work by demographic subgroups. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group’s data will be marked with 0.00.

**Figure 8. Respondents’ Perceptions of Safety at Work by Demographic Subgroups**

To what extent do you feel safe from being sexually assaulted where you perform your work/duties?



### Recommendations:

While *Perceptions of Safety* may not necessarily reflect the actual level of risk faced by an individual or group, the reasoning behind such perceptions may yield valuable information about a number of environmental risks that pertain not only to sexual assault, but also to domestic violence, substance abuse, disruptive conditions in living quarters, and other problems that require command attention. Use the results as a guide for developing a plan of action for leadership within your unit. Use the responses displayed by residence and by demographic subgroup to identify any differences between groups. Consider holding sensing sessions/focus groups with several members of these demographic groups to understand any differences in responses in your unit's results. Incorporate feedback from these sessions into your plan of action for leadership.

Here are additional recommendations and information to consider when developing your plan of action:

- Foster and encourage first-line supervisor involvement in the detection of potential threats and risks within your unit. About 80% of the sexual assaults within the Department of Defense occur between people that know each other. Consequently, standard physical security measures may not always address the factors that give rise to sexual assaults between co-workers, friends, and acquaintances. Well-trained and empowered first-line supervisors are likely the first to become aware of behaviors that contribute to increased risk for sexual assault and other disruptive behaviors within the unit.
- As appropriate, encourage your unit leaders to regularly visit military living quarters - especially during evenings and weekends.
- Consider contacting base law enforcement and criminal investigators to obtain local threat information, for both on- and off- base housing areas.
- Review and modify as appropriate "party" and alcohol use policies in on-base living quarters. Many interactions that lead to sexual assault begin in social settings and often involve alcohol. Such policies should promote responsible alcohol use, encourage all involved to be on the lookout for situations at risk for sexual assault, and outline how to safely address inappropriate behavior.
- Encourage professional workplace behavior and intervention against those who do not behave respectfully. Research has found that the presence of unchecked sexual harassment within a unit increases the likelihood of sexual assault within that unit. Unit leadership must not only enforce these standards but also set the example.



## Chain of Command Support

*Chain of Command Support* refers to members' perceptions of the extent to which command behaviors are targeted towards preventing sexual assault and creating an environment where members would feel comfortable reporting a sexual assault. Seven questions measure *Chain of Command Support*; each item is measured on a four-point scale assessing extent, where respondents may select *not at all*, *slight extent*, *moderate extent*, or *great extent*.

Table 5 displays the percentage of individuals who perceive a favorable *Chain of Command Support* climate, meaning that they perceive the chain of command to display the positive command behaviors to a *moderate extent* or a *great extent*. Additionally, this table displays the percentage of individuals who perceive an unfavorable *Chain of Command Support* climate, meaning that they perceive the chain of command to display the positive behaviors to a *slight extent* or *not at all*.

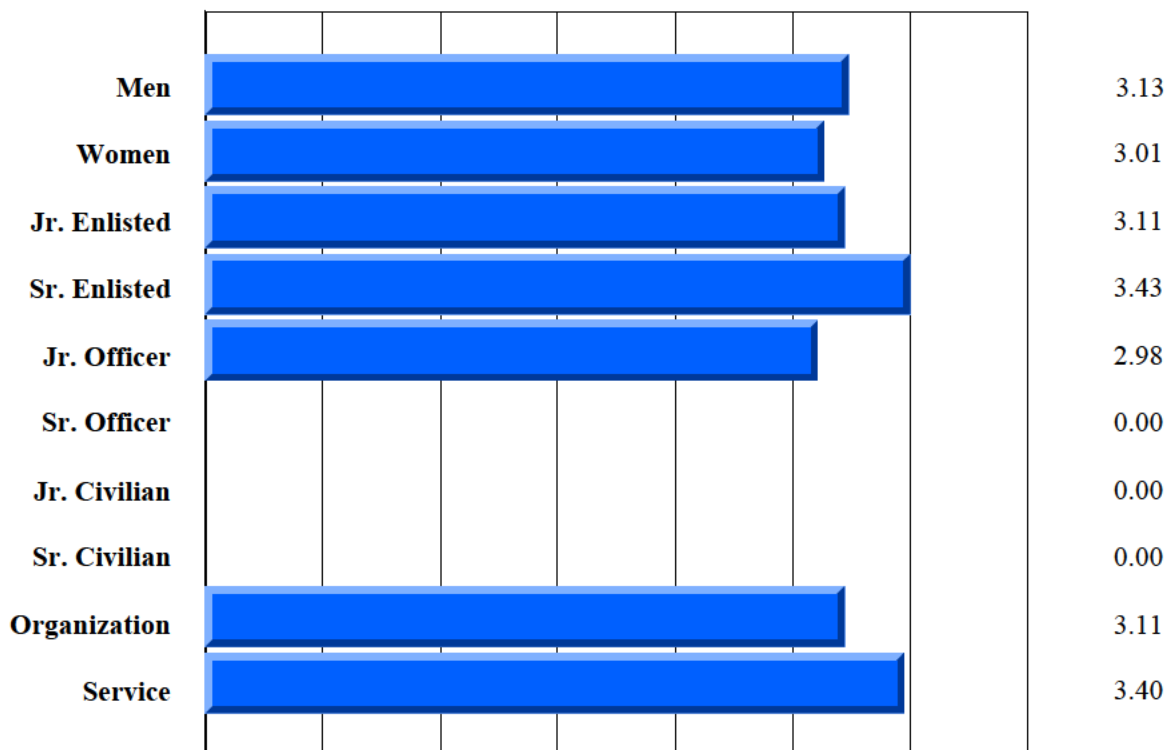
**Table 5. Respondents' Perceptions of Chain of Command Support**

To what extent does your chain of command:	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Promote a unit climate based on “respect and trust”	53	43.80	68	56.20	121	100.00
Refrain from sexist comments and behaviors	98	80.99	23	19.01	121	100.00
Actively discourage sexist comments and behaviors	97	80.17	24	19.83	121	100.00
Provide sexual assault prevention and response training that interests and engages you	92	76.03	29	23.97	121	100.00
Encourage bystander intervention to assist others in situations at risk for sexual assault or other harmful behavior	105	86.78	16	13.22	121	100.00
Encourage victims to report sexual assault	112	92.56	9	7.44	121	100.00
Create an environment where victims feel comfortable reporting sexual assault	100	82.64	21	17.36	121	100.00

Analyzing Responses based on Demographic Subgroups:

The *Chain of Command Support* index is calculated by first assigning numerical values to each anchor, where “1” equals *not at all*, “2” equals *slight extent*, “3” equals *moderate extent*, and “4” equals *great extent*, and then computing individuals’ mean responses to the seven *Chain of Command Support* questions. Figure 9 displays your unit’s combined average on these questions by demographic subgroups, with higher scores reflecting more favorable *Chain of Command Support*. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group's data will be marked with 0.00.

**Figure 9. Respondents’ Perceptions of Chain of Command Support by Demographic Subgroups**



### Recommendations:

The *Chain Of Command Support* index provides insight into how unit members perceive leadership's behaviors related to preventing sexual assault and creating an environment where victims would feel comfortable reporting sexual assault. Use the results as a guide for developing a plan of action for leadership within your unit. Use the responses displayed by demographic subgroup to identify any differences between groups. Consider holding sensing sessions/focus groups with several members of these demographic groups to understand any differences in responses in your unit's results. Incorporate feedback from these sessions into your plan of action for leadership.

Here are additional recommendations and information to consider when developing your plan of action:

- Motivate and empower your command team to take action on those items that get a less favorable rating. For example, if the chain of command is not seen as actively discouraging sexist comments and behaviors, clearly set your expectations with your unit leaders and consider inviting an installation resource in to help improve their skill set. Some sexist comments and behaviors may be so common practice that they escape scrutiny by those using them. Capturing a wide variety of perspectives from people within and outside your leadership chain can help you identify problem areas. Unchecked sexist comments and behaviors communicate to offenders that the unit is a place that tolerates treating someone unfairly because of their gender. This kind of climate may act as a "green light" for those who perpetrate sexual assault.
- Emphasize the importance of reporting sexual assault and getting needed assistance.
- Refrain from using the phrase "zero tolerance" on an individual unit-level. While no one should ever tolerate, condone or accept sexual assault, use of this term may have the unintended effect of keeping victims from reporting; no service member wants to be the person that shatters the commander's expectation that "zero" sexual assaults will occur in the unit. Rather, emphasize that sexual assault has no place in your unit - but if it does occur, encourage those impacted to choose one of the reporting options and get care.
- Adjust supervision policies to allow unit members to engage care and other resources without intrusive questioning. An environment that is conducive to reporting also allows victims a reasonable amount of flexibility to schedule and attend appointments for care and assistance. While personnel accountability is important, victim feedback indicates that supervisors often ask such intrusive questions about the nature of care appointments that victims sometimes forego reporting the crime and getting care so as to not attract negative attention.
- Seek out training opportunities that encourage small group discussion and active participation. "One size fits all" training rarely imparts lasting changes in knowledge, skills, and behavior. Members between the ages of 18 to 25 may be most at risk for sexual assault, but many at this age see themselves as impervious to this and other harms. Small group discussions with a mentor can help overcome such resistance and impart lasting change. Contact your servicing Sexual Assault Response Coordinator for meaningful and impactful training formats and opportunities.

*Additional Resources:*

Training materials and discussion guides that can be used in smaller groups are available at [www.sapr.mil](http://www.sapr.mil). Also, follow links on [sapr.mil](http://sapr.mil) to your Service webpage for additional materials.

Consider attending DEOMI's Leadership Team Awareness Seminar (LTAS). Target audience for LTAS is senior officers (commanders and key staff/department heads O-3/O-6) and senior enlisted advisors (E-7/E-9) as well as civilians including legal officers, chaplains, and inspector general personnel in leadership positions. Duration of the course is 5 Days (40 hours). For more information contact: Student Management Division for enrollment into LTAS, Commercial (321)494-5653/7543 (DSN 854).

## Publicity of SAPR Information

*Publicity of SAPR Information* refers to the extent to which members' perceive that SAPR-related information and resources is publicly displayed and openly communicated. There are three questions measuring *Publicity of SAPR Information*; each item is measured on a four-point scale measuring extent, where respondents may select *not at all*, *slight extent*, *moderate extent*, or *great extent*.

The following table displays the percentage of individuals who perceive there to be a favorable climate of *Publicity of SAPR Information*, meaning that they perceive the display of SAPR information and resources is to a *moderate extent* or a *great extent*. This table also displays the percentage of individuals who perceive there is an unfavorable climate of *Publicity of SAPR Information*, meaning that they perceive the display of SAPR information and resources is to a *slight extent* or *not at all*.

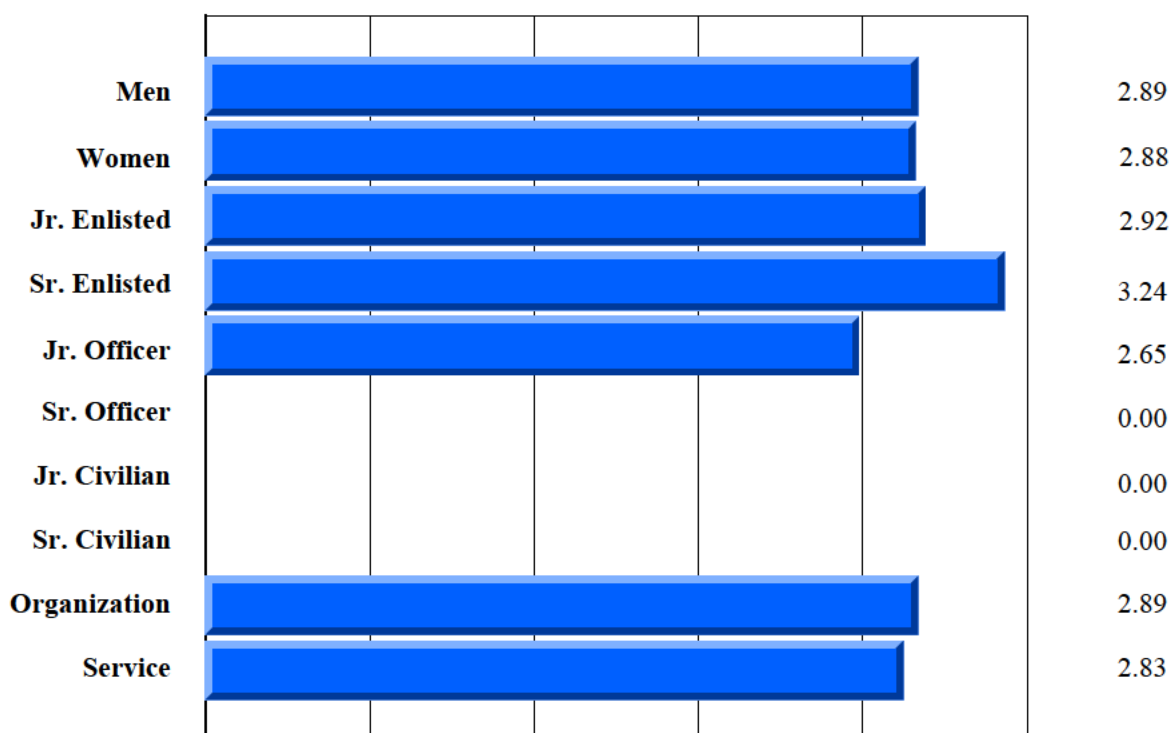
**Table 6. Respondents' Perceptions of Publicity of SAPR Information**

To what extent does your chain of command:	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
<b>Disseminate information on the outcomes of sexual assault courts-martial occurring within your Service</b>	69	57.02	52	42.98	121	100.00
<b>Publicize sexual assault reporting resources (e.g., Sexual Assault Response Coordinator contact information; Victim Advocate contact information; awareness posters; sexual assault hotline phone number)</b>	89	73.55	32	26.45	121	100.00
<b>Publicize the Restricted (confidential) Reporting option for sexual assault</b>	94	77.69	27	22.31	121	100.00

Analyzing Responses based on Demographic Subgroups:

Figure 10 provides results of the *Publicity of SAPR Information* index by demographic subgroups. The *Publicity of SAPR Information* index is calculated by first assigning numerical values to each anchor, where “1” equals *not at all*, “2” equals *slight extent*, “3” equals *moderate extent*, and “4” equals *great extent*, and then computing individuals’ mean responses to the three publicity questions. The figure below displays your unit’s combined average on these questions by demographic subgroups, with higher scores reflecting more favorable perceptions of *Publicity of SAPR Information*. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group’s data will be marked with 0.00..

**Figure 10. Respondents’ Perceptions of Publicity of SAPR Information by Demographic Subgroups**



### Recommendations:

The *Publicity of SAPR Information* index can provide insight about the availability of SAPR-related information and resources. Publically discussing issues surrounding sexual assault and displaying SAPR resources is an important step in decreasing the stigma associated with this crime. Communicating openly with members of your organization about sexual assault will also help to raise awareness of the issue. Use the results as a guide for developing a plan of action for leadership within your unit to increase the availability of these resources and information. Use the responses displayed by demographic subgroup to identify any differences between groups. Consider holding sensing sessions/focus groups with several members of these demographic groups to understand any differences in responses in your unit's results. Incorporate feedback from these sessions into your plan of action for leadership.

Here are additional recommendations and information to consider when developing your plan of action:

- Publicize SAPR information to prevent sexual assaults in your unit:
  - Empower your command team to publically display SAPR information by guiding them to resources that they can utilize (see Additional Resources section below).
  - Integrate SAPR messaging into existing communication plans and publications (e.g., town halls, all hands, commander's call, newsletter, etc.).
  - Feature sexual assault related resources in unit common areas. Publicize the DoD sexual assault hotline ([www.safehelpline.org](http://www.safehelpline.org)) as an anonymous, free, and available worldwide 24 hours a day resource.
  - Disseminate policy letters against sexism, sexual harassment, and sexual assault.
- Publicize SAPR information in response to a sexual assault allegation made in your unit:
  - Take the opportunity to discuss the SAPR program, the support resources available to both victims and accused members, and prevention topics.
  - Actively discourage rumors and speculation about the allegation.
  - Consider appropriate releases of information to keep unit members informed and derail rumors. The release must consider the privacy of the victim, the accused, and the sensitivity of the matters involved. Work with your local criminal investigators and staff judge advocate to determine what can be said, when it is released, and how to communicate such information.
  - To the extent legally permissible, discuss the outcomes and disciplinary actions, if any, of sexual assault allegations.
  - When all personnel are held appropriately accountable for their behavior, the unit climate of trust and safety is enhanced and personnel may feel safer coming forward with issues or incident reports. An example of a practice that promotes accountability includes: Publicizing the punishments for misconduct or criminal offenses consistent with law and Department of Defense regulations (Excerpted from the 2014-2016 DoD Sexual Assault Prevention Strategy, Section 5).

*Additional Resources:*

Nationally, Sexual Assault Awareness Month (SAAM) occurs in April and commits to raising awareness and promoting the prevention of sexual violence through use of special events and public education. SAAM provides commands/installations an annual opportunity to highlight DoD and Service policies addressing sexual assault prevention and response. Visit [www.sapr.mil](http://www.sapr.mil) for Sexual Assault Awareness Month Campaign materials.

Stay up-to-date on SAPR policies by visiting [www.sapr.mil](http://www.sapr.mil) and sign up to receive the SAPRO's quarterly newsletter (SAPR Source).

Visit [www.safeline.org](http://www.safeline.org) for outreach materials.

Visit [www.deomi.org](http://www.deomi.org) for sexual assault awareness observance posters.



## Unit Reporting Climate

*Unit Reporting Climate* measures the extent to which members perceive that the chain of command would take appropriate actions to address an Unrestricted Report of sexual assault and that there would be minimal social and professional retaliation if a sexual assault was reported. Ten questions measure *Unit Reporting Climate*, where respondents may select *not at all likely*, *slightly likely*, *moderately likely*, or *very likely*.

Table 7 below displays the percentage of individuals who perceive a favorable *Unit Reporting Climate*, meaning that they perceive individuals within the unit (chain of command or members) are *moderately likely* or *very likely* to engage in the positive *Unit Reporting Climate* behavior. The table also displays the percentage of individuals who perceive an unfavorable *Unit Reporting Climate*, meaning that they believe the individuals within the unit are *slightly likely* or *not at all likely* to engage in the positive reporting climate behavior. Within this scale, there are three questions that ask about the extent of negative behavior and are therefore reverse scored to remain consistent with a higher score being more favorable (indicated with an asterisk).

**Table 7. Respondents' Perceptions of Unit Reporting Climate**

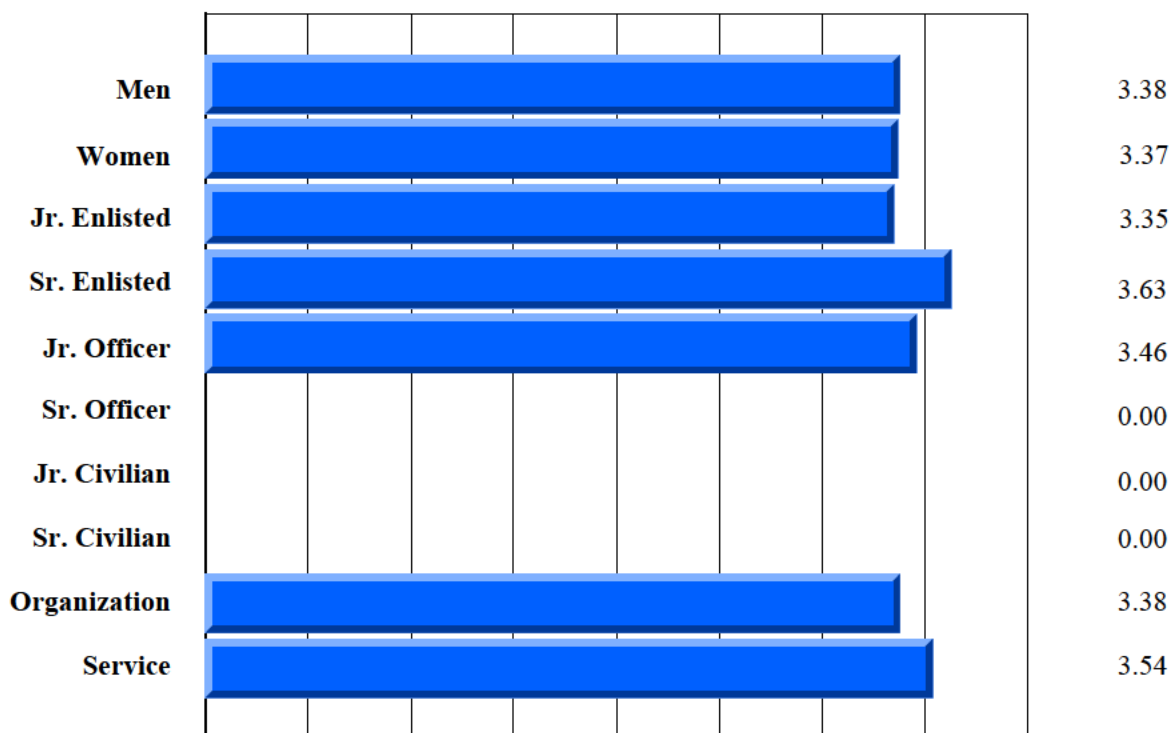
If someone were to report a sexual assault to your current chain of command, how likely is it that:	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
The chain of command would take the report seriously.	116	95.87	5	4.13	121	100.00
The chain of command would keep knowledge of the report limited to those with a need to know.	99	81.82	22	18.18	121	100.00
The chain of command would forward the report outside the unit to criminal investigators.	107	88.43	14	11.57	121	100.00
The chain of command would take steps to protect the safety of the person making the report.	108	89.26	13	10.74	121	100.00
The chain of command would support the person making the report.	111	91.74	10	8.26	121	100.00
The chain of command would take corrective action to address factors that may have led to the sexual assault.	110	90.91	11	9.09	121	100.00

<b>Unit members would label the person making the report a troublemaker (*).</b>	93	76.86	28	23.14	121	100.00
<b>Unit members would support the person making the report.</b>	98	80.99	23	19.01	121	100.00
<b>The offender(s) or their associates would retaliate against the person making the report (*).</b>	91	75.21	30	24.79	121	100.00
<b>The career of the person making the report would suffer (*).</b>	95	78.51	26	21.49	121	100.00

Analyzing Responses based on Demographic Subgroups:

Figure 11 provides the results of the *Unit Reporting Climate* index by demographic subgroups, with higher scores indicating more favorable responses. The *Unit Reporting Climate* index is calculated by first assigning numerical values to each anchor, where “1” equals *not at all likely*, “2” equals *slightly likely*, “3” equals *moderately likely*, and “4” equals *very likely*, and then computing individuals’ mean responses to the 10 *Unit Reporting Climate* questions. The figure below displays your unit’s combined average on these questions by demographic subgroups, with higher scores reflecting a more favorable *Unit Reporting Climate*. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group’s data will be marked with 0.00.

**Figure 11. Respondents’ Perceptions of Unit Reporting Climate by Demographic Subgroups**



### Recommendations:

The *Unit Reporting Climate* index can provide insight into how members perceive a report of sexual assault would be handled by the chain of command and unit members. These perceptions are important as they will likely influence members' willingness to report a sexual assault. Use the favorable and unfavorable ratings on the survey items as a guide for developing a plan of action for leadership within your unit to improve *Unit Reporting Climate* perceptions. Use the responses displayed by demographic subgroup to identify any differences between groups. Consider holding sensing sessions/focus groups with several members of these demographic groups to understand any differences in responses in your unit's results. Incorporate feedback from these sessions into your plan of action for leadership.

Here are additional recommendations and information to consider when developing your plan of action:

- Optimize *Unit Reporting Climate* to prevent sexual assault in your unit:
  - Encourage your command team to take action on those items that receive a less favorable rating. For instance, if unit members perceive that the chain of command does not take sexual assault reports seriously, follow up with unit leaders to ensure that this responsibility is not taken lightly. Service members perceive that sexual assault reports are not taken seriously when allegations are ignored, leadership at any level encourages victims to drop their report, and victims are scrutinized and blamed for getting victimized.
  - Ensure DoD and Service requirements are met with regard to case progress and updates to victims. DoD Instruction 6495.02 requires the establishment of a multi-disciplinary case management group (CMG), co-chaired by the Deputy Installation Commander and the SARC. While each Service may refer to this group by a different name (i.e., Sexual Assault Review Board, etc.), the CMG should meet monthly to review individual cases, improve reporting, facilitate monthly victim updates, and to discuss process improvements to ensure system accountability and victim access to quality services. As a commander, you must attend the monthly CMG until final disposition has been taken in the case. You are also responsible for providing monthly updates to victims of sexual assault on their case.
- Maintain a favorable *Unit Reporting Climate* in response to a sexual assault allegation made in your unit:
  - All sexual assault allegations that come to the chain of command's attention must be referred to a military criminal investigative organization (CID, NCIS or AFOSI). Commanders may not conduct their own internal or preliminary investigation (e.g., commander's inquiry, "15-6 investigations", etc.). Once the investigation is complete, you or a more senior commander must review the criminal investigation, evaluate the evidence with the assistance of a judge advocate, and determine any appropriate disciplinary action to be taken. If the victim and the accused are both within your unit, it is important that you should remain objective (fair and impartial) and take appropriate action based on the evidence.
  - Discourage members from participating in "barracks gossip" or grapevine speculation about the case or investigation. Remind everyone to wait until all the facts are known and final disposition of the allegation has occurred before reaching conclusions. While victims must see their allegations are taken seriously, the alleged offender is presumed innocent until proven guilty. Remind members that discussion of a possible sexual assault incident might compromise an ongoing investigation.
  - Emphasize the importance of balance in the justice system. "Choosing sides" is never fair to the parties involved, and can rip a unit apart. Supporting the victim and the accused through the military justice process does not require anyone to take a side. Rather, as a commander, you have a duty to ensure both parties (if both are under your command) are connected with appropriate services and support.

- o Advise those who may have knowledge of the events leading up to or surrounding the incident to fully cooperate with any investigation involved.
- o Consider some form of targeted unit refresher training; or have an outside expert address the unit regarding preventive measures, as well as some of the emotional or psychological feelings that may manifest themselves, affect the unit, and require the unit's response during the course of the investigation. It is important that unit members not see "refresher training" as a group punishment because someone reported a sexual assault. Rather, small group discussions led by knowledgeable leaders are often the most helpful.
- o Continuously monitor the unit's overall climate to ensure neither the victim and/or the alleged offender is being ostracized. Prevent organizational splintering by communicating your expectations with first-line supervisors; encourage supervisors to stop rumors, monitor the formation of cliques, and communicate observed ostracism upwards. Keep in mind that sexual assault is not solely an individual-level issue; it requires a sustained systemic response because it is influenced by a wide-range of individual-, organizational-, and societal-level variables.
- o Make victims aware of the option to request an expedited temporary or permanent transfer from their assigned command or base, or to a different location within their assigned command or base. Also keep in mind that alleged offenders may alternatively be moved.

## Perceived Barriers to Reporting Sexual Assault

*Perceived Barriers to Reporting Sexual Assault* refers to the frequency of barriers to reporting sexual assault individuals perceive within their unit/organization. Members are asked to select all that may apply from eight potential barriers, along with two additional options: “Another reason other than what is provided above” and “There are no barriers that would prevent victims from reporting a sexual assault.”

The table below displays the percentage of members who perceive each barrier to reporting sexual assault.

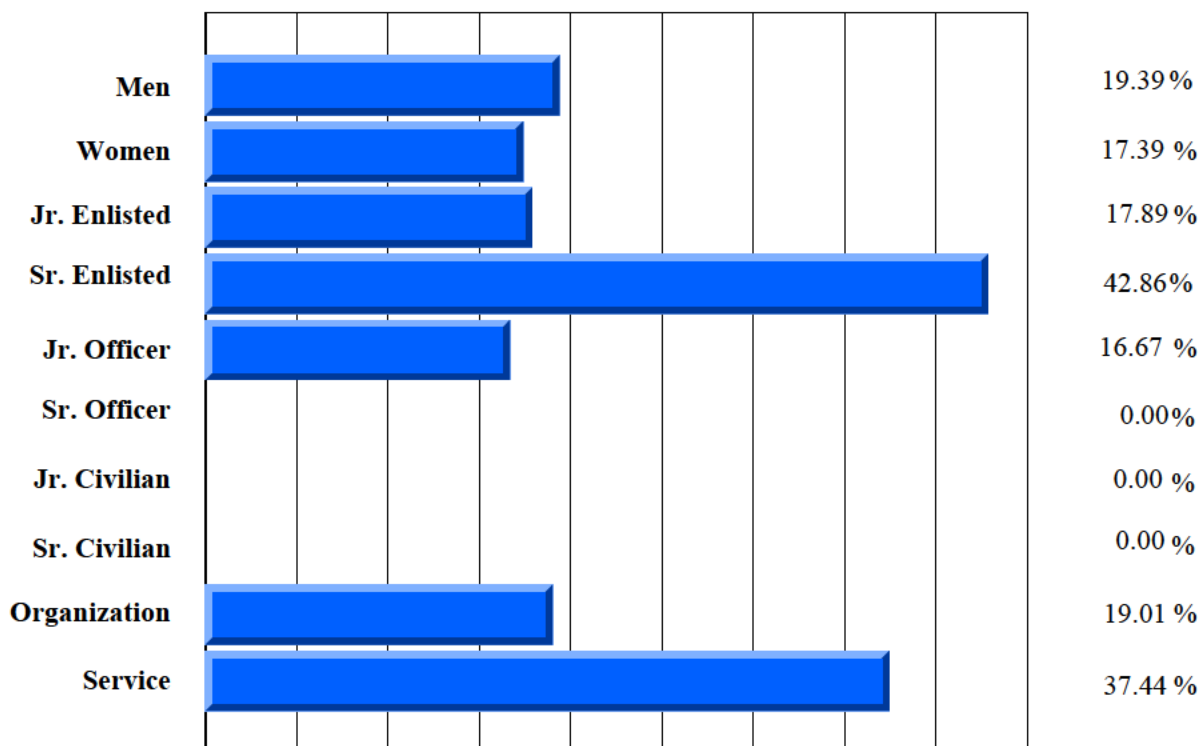
**Table 8. Respondents’ Perceived Barriers to Reporting Sexual Assault**

In your current unit/organization, which of the following would be the most likely reasons why a victim of sexual assault would not report the incident?	Selected		Not Selected		Total	
	Number	Percent	Number	Percent	Number	Percent
Negative impact to career or progress.	42	34.71	79	65.29	121	100.00
Loss of privacy/confidentiality.	53	43.80	68	56.20	121	100.00
Fear of professional retaliation for making the report.	30	24.79	91	75.21	121	100.00
Fear of social retaliation for making the report.	59	48.76	62	51.24	121	100.00
Lack of confidence in the military justice system.	36	29.75	85	70.25	121	100.00
Lack of confidence in the chain of command.	48	39.67	73	60.33	121	100.00
Takes too much time and effort to report.	23	19.01	98	80.99	121	100.00
Not knowing how to make a sexual assault report.	14	11.57	107	88.43	121	100.00
Another reason other than what is provided above.	20	16.53	101	83.47	121	100.00
There are no barriers that would prevent victims from reporting a sexual assault.	23	19.01	98	80.99	121	100.00

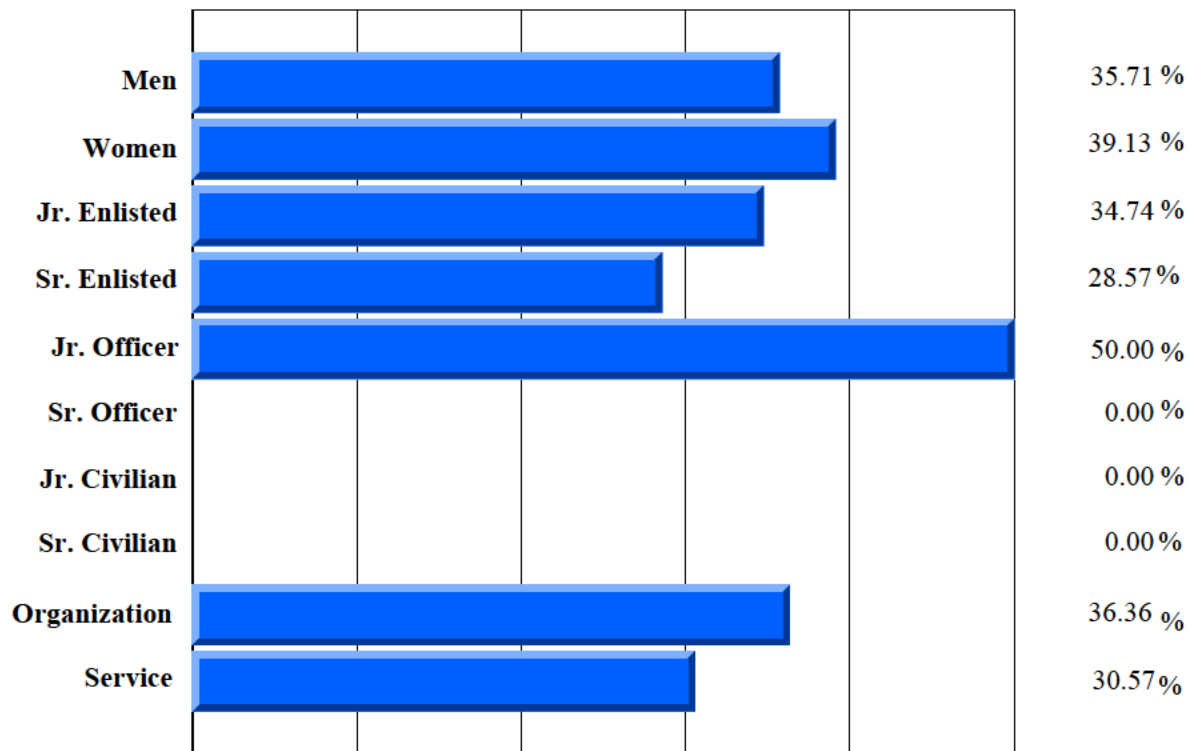
Analyzing Responses based on Demographic Subgroups:

The figures on the following pages provide results of the *Perceived Barriers to Reporting Sexual Assault* questions by demographic subgroups. The figures display the percentage of members that perceive zero barriers to reporting sexual assault (Figure 12), one to two barriers to reporting sexual assault (Figure 13), and three or more barriers to reporting sexual assault (Figure 14) by demographic subgroups. Taken together, these three figures represent the total group members who responded to the survey. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group's data will be marked with 0.00.

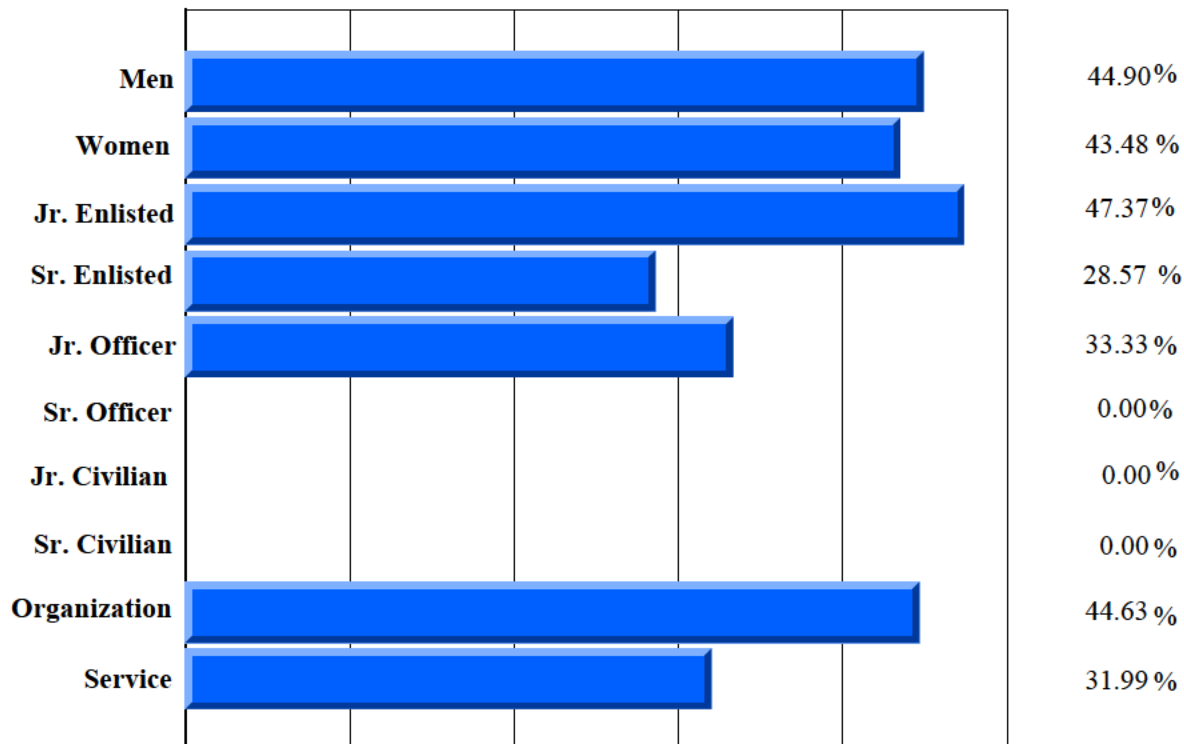
**Figure 12. Percentage of Respondents who Perceived Zero Barriers to Reporting Sexual Assault by Demographic Subgroups**



**Figure 13. Percentage of Respondents who Perceived One to Two Barriers to Reporting Sexual Assault by Demographic Subgroups**



**Figure 14. Percentage of Respondents who Perceived Three or More Barriers to Reporting Sexual Assault by Demographic Subgroups**





### Recommendations:

Due to the nature of sexual assault crimes, victims often do not feel comfortable reporting or talking about their experience. There are steps leadership can take to reduce or eliminate these barriers which would increase the likelihood of a sexual assault being reported. The *Perceived Barriers to Reporting Sexual Assault* question can provide insight into why members within your organization may not feel comfortable reporting a sexual assault. Use these results as a guide to help develop a plan of action to eliminate perceived barriers within your organization. Compare the percentage of perceived barriers within your organization to the results of your respective service. Use the responses displayed by demographic subgroup to identify any differences between groups. Consider holding sensing sessions/focus groups with several members of these demographic groups to understand any differences in responses in your unit's results. Incorporate feedback from these sessions to help develop a plan of action for leadership to eliminate perceived barriers to reporting sexual assault. While you may never be able to eliminate all barriers to reporting, your work to address these concerns sends a powerful, positive message to victims.

Here are additional recommendations and information to consider when developing your plan of action:

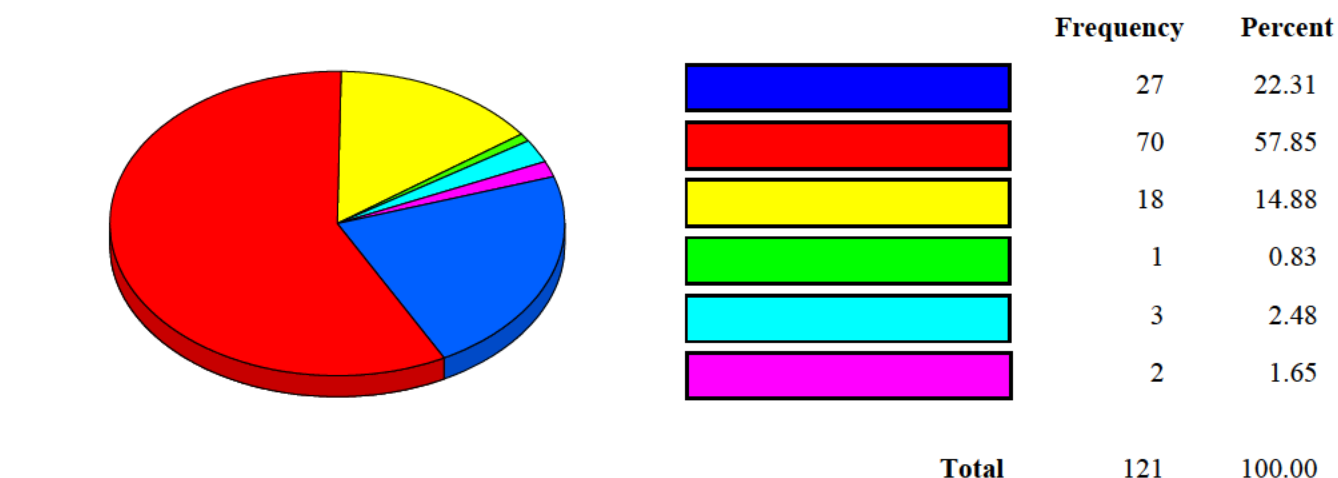
- Motivate and empower your command team to take action on barriers that are frequently perceived. Have a frank discussion with members regarding these barriers and be open to members' suggestions for improvement. Take steps to clarify misperceptions and reduce concerns by demonstrating effort towards eliminating that barrier. For example, if members perceive "negative impact to career or progress" to be a barrier to reporting sexual assault within your unit, ask members why this perception exists. Inquire further about this perception and communicate procedures in place to safeguard against negative impact on career. Follow through by addressing this with your CMG to ensure members' careers and progression are not, in fact, affected by reporting a sexual assault.
- As a commander, you must carefully communicate two messages. First, sexual assault is a crime and has no place in your unit. Second, if sexual assault does occur, encourage victims to pick one of the two reporting options and seek assistance. Keep in mind that these messages must be balanced.
- Avoid statements like "zero tolerance" on an individual unit level. While this sounds effective, it actually sends a message to victims that you do not want them to come forward to report: No member wants to be the one to tell their commander that the number of known sexual assaults in the unit is no longer "zero."
- Ensure victims feel comfortable coming forward to report sexual assaults by encouraging them to do so to the Sexual Assault Response Coordinator (SARC). Stress to your members that you do not have access to identifying information about victims making Restricted Reports; this will build members' trust in your unit's SARC and Victim Advocate (VA).
- As a commander, you can strengthen member's trust in the reporting process by recommending the most qualified and trained professional to serve in critical advocacy positions.

### Unit Prevention Climate (Bystander Intervention)

*Unit Prevention Climate*, also known as *Bystander Intervention Climate*, refers to individuals' intentions to act if they were to observe a situation that may lead to a sexual assault. *Unit Prevention Climate* is measured with two questions; one item is situation based and asks respondents to indicate which *action* they would take if in a given situation. One item presents respondents with a scenario and asks at *which point they would most likely intervene* if they witnessed the escalating situation. A summary of the responses collected within your organization are displayed in Figure 15 through Figure 17.

**Figure 15. Responses to Bystander Intervention *Action* Question**

Suppose you see someone secretly putting something in another person's drink. You're unsure what it was. Which of the following are you most likely to do in this kind of situation?



Confront the person.

Tell the drink owner what you saw.

Seek assistance from someone to help deal with the situation.

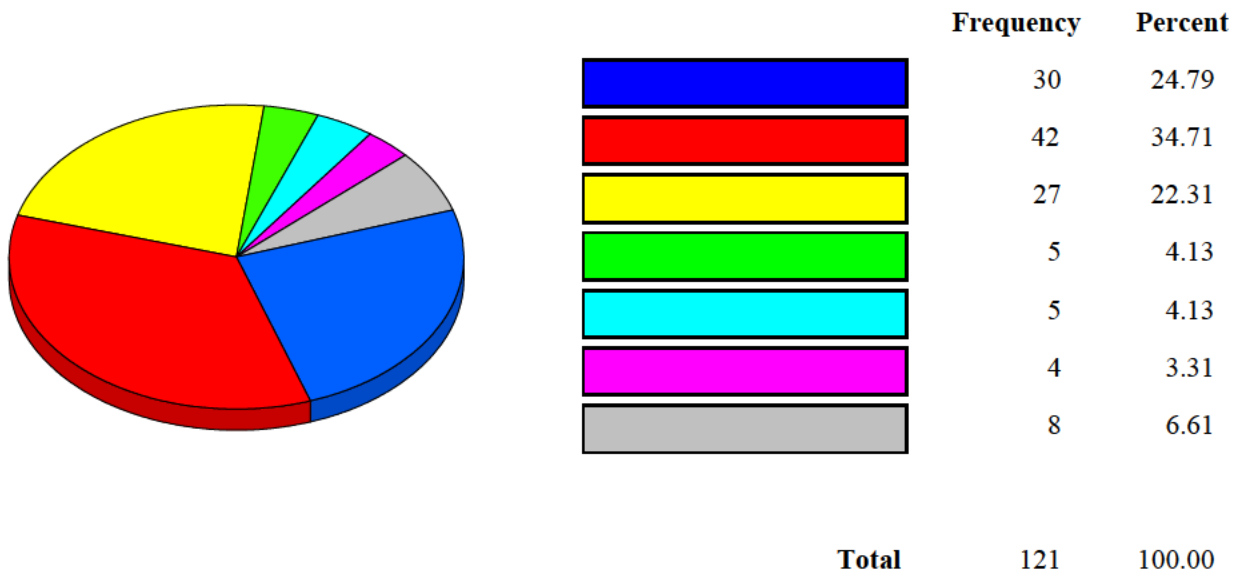
Watch the situation to see if it escalates.

Leave to avoid any kind of trouble.

Nothing.

Figure 16. Responses to Bystander Intervention *Point of Intervention* Question

Imagine you go on temporary duty for some training. The first night you go to a restaurant/bar with a large group of colleagues, whom you just met. At what point would you intervene in the following escalating situation?



A senior leader buys a drink for a person in the group and tells him/her a drink cannot be refused, as doing so would go against tradition.

The senior leader buys a second and third drink for the same person despite his/her repeated objections.

The person appears intoxicated and disoriented, and continues to be the senior leader's main focus of attention.

The senior leader repeatedly hugs the person, rubs his/her shoulders, and offers to walk him/her back to quarters.

You see the senior leader quietly escorting the intoxicated person out of the bar.

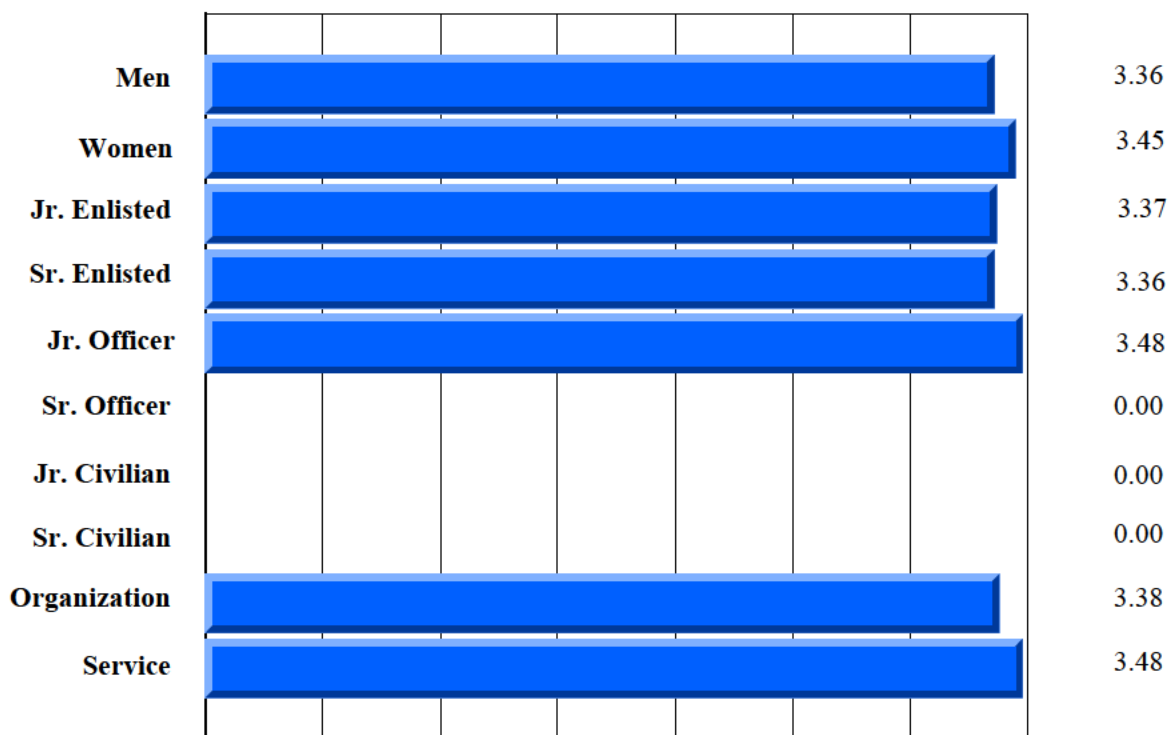
As they leave, the person resists the senior leader and says, "No."

In this scenario, I would not intervene at any point.

Analyzing Responses based on Demographic Subgroups:

The *Unit Prevention Climate* index is the numeric composite of the two bystander intervention climate questions. Figure 17 provides the results of the *Unit Prevention Climate* index by demographic subgroups, with higher scores indicating more favorable responses. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group's data will be marked with 0.00.

**Figure 17. Unit Prevention Climate Index by Demographic Subgroups**

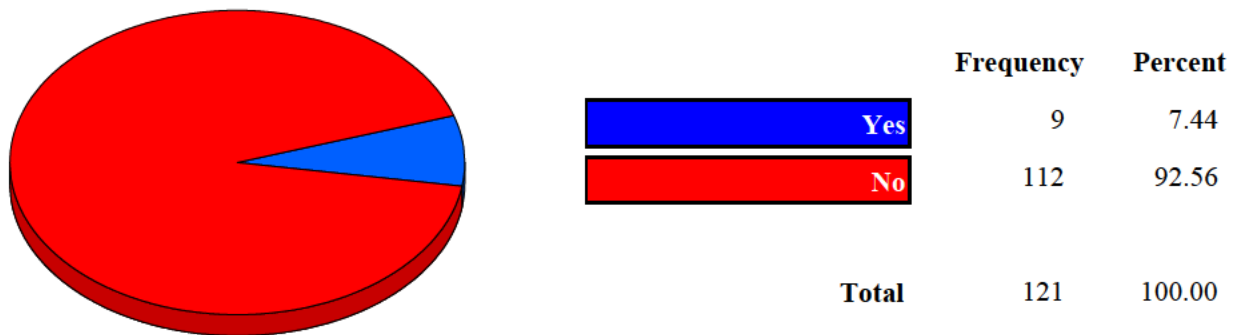


### Prevalence of Respondents Observing High Risk Situations and Responses

Respondents were asked if they have observed a situation they believed could have led to a sexual assault within the past 12 months. Respondents' responses to this *observation* question are displayed in Figure 18.

**Figure 18. Percentage of Respondents who Observed a High Risk Situation**

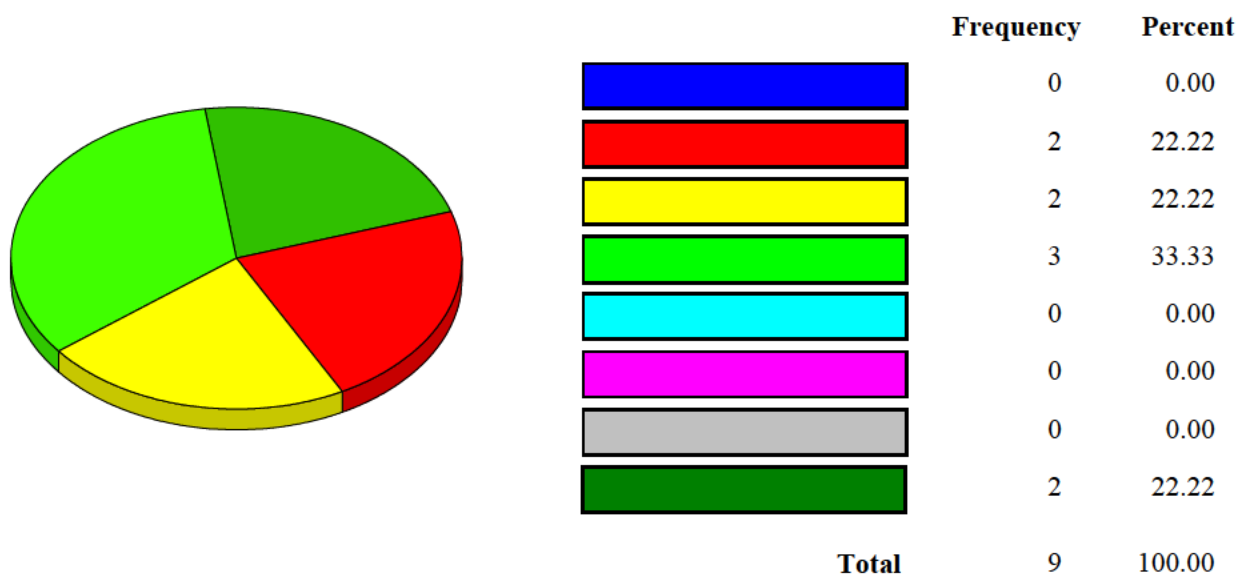
**In the past 12 months, I observed a situation that I believe was, or could have led to, a sexual assault.**



If respondents answered “yes” to the observation of a high risk situation question, they were prompted to identify the response that most closely resembled their actions. Figure 19 displays the responses of those who completed the question across your organization.

**Figure 19. Respondents' Reported Actions Taken Following High Risk Situation**

If yes, in response to this situation, select the response that most closely resembles your actions:



I stepped in and separated the people involved in the situation.

I asked the person who appeared to be at risk if they needed help.

I confronted the person who appeared to be causing the situation.

I created a distraction to cause one or more of the people to disengage from the situation.

I asked others to step in as a group and diffuse the situation.

I told someone in a position of authority about the situation.

I considered intervening in the situation, but I could not safely take any action.

I decided to not take action.

#### Recommendations:

The *Unit Prevention Climate* index can provide insight into members' intentions to act if they observe a situation that may lead to a sexual assault. Use these results as a guide to help develop a plan of action to increase bystander intervention within your organization. Look at the frequency of responses to the hypothetical scenario questions and the prevalence of respondents observing a high risk situation question to gain an understanding of how respondents within your organization plan to intervene as well as how they have intervened in the past. Set the expectation that your people must look out for each other, both on and off the battlefield. Encourage safely stepping in to de-escalate the situation when someone looks to be at risk for sexual assault or about to perpetrate a crime. Employ training that relies on scenarios to demonstrate application of bystander prevention concepts and drive small group discussions.

Use *Unit Prevention Climate* index displayed by demographic subgroups to identify any differences between groups. Consider holding sensing sessions/focus groups with several members of these demographic subgroups to understand any differences in responses in your unit's results. Incorporate feedback from these sessions to help develop a plan of action for leadership to increase bystander intervention within your organization.

Here are additional recommendations and information to consider when developing your plan of action:

- Promote bystander intervention by “practicing what you preach.” Be an active bystander by calling out sexist remarks and sexually harassing behaviors if they are observed. When appropriate, demonstrate acceptable alternative behaviors as part of the corrective process. This will help provide the motivation and confidence necessary for members within your organization to act.
- It takes some practice and courage to intervene and discourage or stop unacceptable behavior. Teach bystander intervention strategies to motivate and empower your people to watch for questionable behavior or risky choices, take safe action to de-escalate situations, and help ensure personal safety. One approach involves emphasizing the “ABCs” of Bystander Intervention:
  - **Assess for safety.** Ensure that all parties are safe, and whether the situation requires calling authorities. When deciding to intervene, your personal safety should be the #1 priority. When in doubt, call for help.
  - **Be with others.** If it is safe to intervene, you are likely to have a greater influence on the parties involved when you work together with someone or several people. Your safety is increased when you stay with a group of friends that you know well.
  - **Care for the person.** Ask if the target of the unwanted sexual advance, attention, or behavior is okay. Does he or she need medical care? Does he or she want to talk to a Victim Advocate about reporting the matter? Ask if someone they trust can help them get home safely.
- Encourage your members to be receptive to messages from others indicating their behavior is not acceptable.
- Recognizing the rewarding positive personnel behavior can also be an effective strategy to increase and reinforce appropriate bystander behavior.

#### Additional Resources:

Visit [www.sapr.mil](http://www.sapr.mil) for Active Bystander Training material.

## Restricted Reporting Knowledge

Knowledge of the Restricted Reporting option is assessed with one question. The item reads, “All of the following people can receive an Unrestricted Report of sexual assault. However, a Restricted (confidential) Report can only be made to certain people. Please identify which of the following types of people can and cannot take a Restricted Report.” The Sexual Assault Response Coordinator, Victim Advocate, and Military Service Healthcare Personnel (see footnote below table) can take a Restricted Report. “Anyone in my chain of command” and “Criminal investigator and Military Police Officer” are incorrect answers. These persons cannot take a Restricted Report. Table 9 displays the percentage of members within your organization who correctly and incorrectly identified who can and cannot take a Restricted Report.

**Table 9. Respondents’ Restricted Reporting Knowledge**

Identify which of following types of people can and cannot take a Restricted Report:	Correct		Incorrect		Total	
	Number	Percent	Number	Percent	Number	Percent
<b>Sexual Assault Response Coordinator</b>	102	84.30	19	15.70	121	100.00
<b>Victim Advocate</b>	103	85.12	18	14.88	121	100.00
<b>Military Service Healthcare Personnel</b>	97	80.17	24	19.83	121	100.00
<b>Anyone in my chain of command</b>	97	80.17	24	19.83	121	100.00
<b>Criminal investigator and Military Police Officer</b>	77	63.64	44	36.36	121	100.00

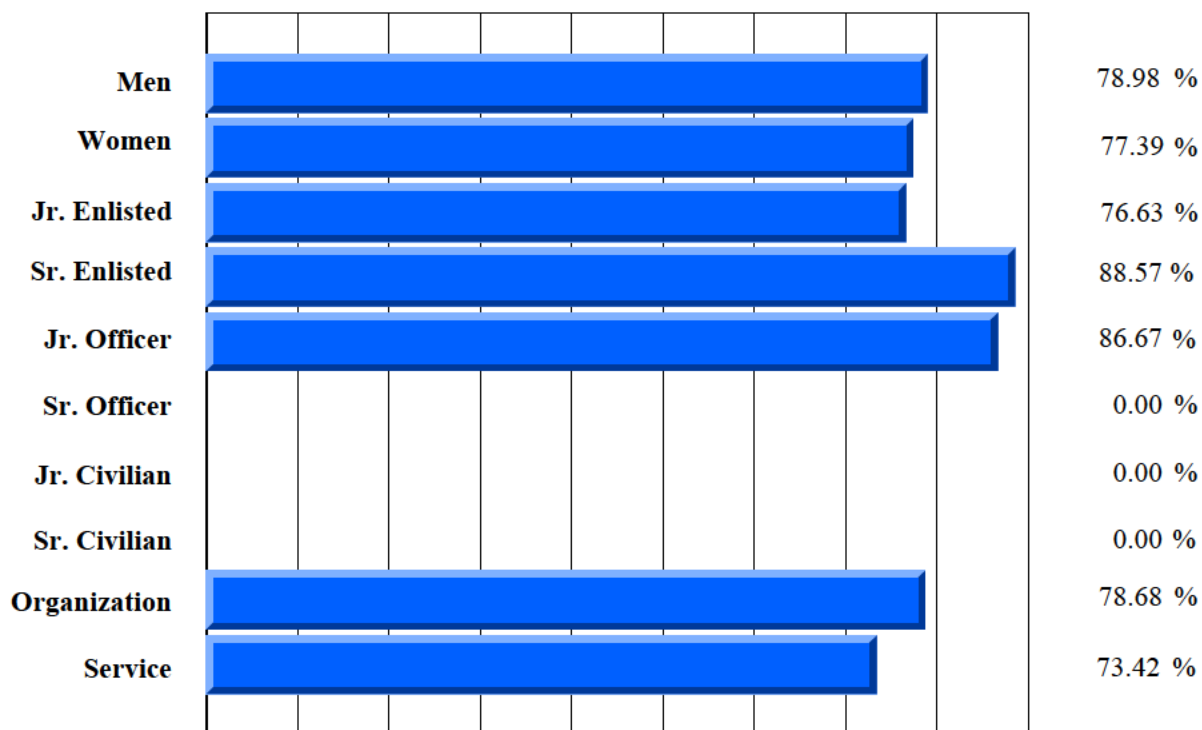
Footnote: Laws vary from state to state regarding the authority of Military Service Healthcare Personnel to receive Restricted Reports. Please check with your local Sexual Assault Response Coordinator for more information on local state laws to verify if sexual assault victims who seek medical care or sexual assault forensic exams can make a Restricted Report to healthcare providers.



Analyzing Responses based on Demographic Subgroups:

Figure 20 displays the average percentage of members who responded correctly, displayed by demographic subgroup, on the *Restricted Reporting Knowledge* question. The question is scored by averaging the percentage correct across the five response options of the types of people who can and cannot take a Restricted Report. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group's data will be marked with 0.00.

**Figure 20. Respondents' Restricted Reporting Knowledge by Demographic Subgroups**



Recommendations:

The Department of Defense is committed to ensuring victims of sexual assault are protected; treated with dignity and respect; and provided support, advocacy, and care. The DoD also strongly supports applicable law enforcement and criminal justice procedures that enable persons to be held accountable for sexual assault offenses and criminal dispositions, as appropriate. To achieve these dual objectives, the Department's preference is for complete Unrestricted Reporting of sexual assaults to allow for the provision of victims' services and to pursue accountability. However, Unrestricted Reporting may represent a barrier for victims to access services, when the victim desires no command or law enforcement involvement. Consequently, the DoD recognizes a fundamental need to provide a confidential disclosure vehicle via the Restricted Reporting option.

A Restricted Report allows victims to experience the services and support available to them and receive information about the investigative and military justice process in a means that preserves their confidentiality. Every year, a percentage of victims convert from a Restricted Report to an Unrestricted Report to participate in the justice process. As a result, the Department makes available the Restricted Reporting as a means for victims to become knowledgeable about their legal options. As of January 2014, all Services have specially-trained attorneys to represent victims of sexual assault, regardless of which reporting option is selected. This ability to confer confidentially with an attorney about their case may also encourage more victims to participate in the military justice system.

The *Restricted Reporting Knowledge* score can provide insight into members' knowledge of the reporting options of sexual assault. Use the correct and incorrect responses as a guide for developing a plan of action to increase awareness and knowledge of the reporting options. Use the responses displayed by demographic subgroup to identify any differences between groups. Use this information to enhance the education and training of your personnel.

Here are additional recommendations and information to consider when developing your plan of action:

- Periodically take the opportunity to remind everyone of how to make an Unrestricted or Restricted Report. Be sure to include how to contact the Sexual Assault Response Coordinator (SARC) and Victim Advocate (VA) that service your unit or the installation.
- Emphasize that command has a legal responsibility to follow up on all allegations of sexual assault. Individuals desiring a Restricted Report should contact a SARC, VA, or medical/mental health care provider.
- Publicize that victims of sexual assault may now have an attorney represent them during the military justice process. These attorneys are assigned at the victim's request, regardless of whether a victim makes either a Restricted or Unrestricted Report. SARCs connect victims with these specialized attorneys.
- Training is an important element in sexual assault prevention and response. Provide annual training and encourage members to take this training seriously. A short slide-based training once a year is NOT sufficient to make a lasting impression on your personnel - mostly because none of them expect to become a victim of sexual assault. Contact your servicing SARC for more meaningful and impactful training formats and opportunities.
- Incorporate specific sexual assault prevention and response monitoring, measures and education into normal command training, readiness, and safety forums (e.g., quarterly training guidance, unit status reports, and safety briefings).
- Discuss your unit's DEOCS results with your installation's SARC and request that he/she conduct additional training or speak at commanders' calls.

#### Additional Resources:

Visit [www.sapr.mil](http://www.sapr.mil) for SAPR training material, webcasts, research, DoD regulations and policies, and more.

## V. CLIMATE FACTOR SUBGROUP COMPARISONS

### Sexual Assault Prevention and Response Climate Overview

The following chart provides a demographic summary of the **SAPR Climate variables**. Results display *above average*, *average*, and *below average* using a green, blue, and red coding scheme, respectively. *Above average* indicates that the perceptions of your members are markedly more favorable than the perceptions commonly held across your Service. *Average* indicates that the perceptions of your members are similar to that of the perceptions commonly held across your Service. *Below average* indicates that the perceptions of your members are markedly less favorable than those held across your Service. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup; this helps maintain respondent anonymity.

	Perceptions of Safety	Chain of Command Support	Publicity of SAPR Information	Unit Reporting Climate	Zero Perceived Barriers to Reporting	Unit Prevention Climate	Restricted Reporting Knowledge
Minority	3.70	3.21	2.95	3.39	18.60	3.33	75.35
Majority	3.68	3.04	2.74	3.37	17.95	3.50	81.54
Women	3.48	3.01	2.88	3.37	17.39	3.45	77.39
Men	3.67	3.13	2.89	3.38	19.39	3.36	78.98
Officer	3.72	2.98	2.65	3.46	16.67	3.48	86.67
Enlisted	3.62	3.13	2.94	3.37	19.61	3.36	77.45
Junior Enlisted	3.62	3.11	2.92	3.35	17.89	3.37	76.63
Senior Enlisted	3.64	3.43	3.24	3.63	42.86	3.36	88.57
Junior Officer	3.72	2.98	2.65	3.46	16.67	3.48	86.67
Senior Officer	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Military	3.64	3.11	2.90	3.38	19.17	3.38	78.83
Civilian	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Junior Civilian	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Senior Civilian	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Red = Below Service Average

Blue = Near Service Average

Green = Above Service Average

## Organizational Effectiveness Factors

The following chart provides a demographic summary of the **Organizational Effectiveness Factors**. Results reflect climate factor averages that are *Above Service Average*, *Near Service Average*, and *Below Service Average*, respectively using a green, blue, and red color coding. *Above Service Average*: appreciably higher than your Service's average for that factor; *Near Service Average*: similar to those of your Service's average; *Below Service Average* appreciably lower than your Service's average. No data are displayed in cases where fewer than five people in a subgroup complete the survey; this helps maintain respondent anonymity.

	Org Commit	Trust in Leader	Org Perform	Org Cohesion	Leader Cohesion	Job Satisfact	Org Process	Diversity Mgt	Help Seeking	Exhaust
Minority	2.40	2.21	2.67	2.56	2.35	2.38	2.41	2.84	2.98	1.93
Majority	2.10	1.95	2.21	2.38	2.03	2.17	2.34	2.58	2.94	1.97
Women	2.45	2.23	2.48	2.51	2.36	2.42	2.35	2.76	2.99	1.78
Men	2.26	2.06	2.43	2.46	2.17	2.24	2.37	2.72	2.90	1.93
Officer	2.52	2.06	2.32	2.63	2.24	2.24	2.44	2.68	2.87	1.87
Enlisted	2.25	2.10	2.46	2.45	2.20	2.27	2.35	2.74	2.93	1.90
Junior Enlisted	2.27	2.11	2.45	2.44	2.21	2.26	2.37	2.75	2.92	1.92
Senior Enlisted	2.05	2.00	2.61	2.57	2.07	2.43	2.11	2.57	3.10	1.71
Junior Officer	2.52	2.06	2.32	2.63	2.24	2.24	2.44	2.68	2.87	1.87
Senior Officer	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Military	2.29	2.09	2.44	2.48	2.21	2.27	2.37	2.73	2.93	1.90
Civilian	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Junior Civilian	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Senior Civilian	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

**Red = Below Service Average**

**Blue = Near Service Average**

**Green = Above Service Average**

## Equal Opportunity / Equal Employment Opportunity / Fair Treatment Factors

The following chart provides a demographic summary of the **EO/EEO, Fair Treatment Factors**. Results reflect climate factor averages that are *Above Service Average*, *Near Service Average*, and *Below Service Average*, respectively using a green, blue, and red color coding. *Above Service Average*: appreciably higher than your Service's average for that factor; *Near Service Average*: similar to those of your Service's average; *Below Service Average* appreciably lower than your Service's average. No data are displayed in cases where fewer than five people in a subgroup complete the survey; this helps maintain respondent anonymity.

	Sexist Behavior	Sexual Harass	Sex Discrim	Racist Behavior	Disabil Discrim	Racial Discrim	Age Discrim	Religious Discrim	Demean Behavior	Hazing Behavior
Minority	2.85	3.19	2.82	2.84	0.00	3.05	0.00	3.24	2.77	3.25
Majority	2.90	3.17	3.10	2.85	0.00	3.09	0.00	3.26	2.72	3.27
Women	2.68	3.17	3.04	2.83	0.00	3.13	0.00	3.26	2.87	3.36
Men	2.91	3.16	2.95	2.85	0.00	3.06	0.00	3.23	2.74	3.26
Officer	2.87	3.07	3.15	2.94	0.00	3.24	0.00	3.30	2.67	3.30
Enlisted	2.87	3.18	2.93	2.83	0.00	3.05	0.00	3.23	2.78	3.28
Junior Enlisted	2.89	3.19	2.96	2.87	0.00	3.08	0.00	3.24	2.75	3.27
Senior Enlisted	2.52	3.14	2.52	2.33	0.00	2.57	0.00	3.19	3.14	3.43
Junior Officer	2.87	3.07	3.15	2.94	0.00	3.24	0.00	3.30	2.67	3.30
Senior Officer	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Military	2.87	3.17	2.97	2.85	0.00	3.08	0.00	3.24	2.76	3.29
Civilian	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Junior Civilian	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Senior Civilian	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

**Red = Below Service Average**

**Blue = Near Service Average**

**Green = Above Service Average**

## VI. OVERALL UNIT SUMMARY

The figures below compare your organization's average for each climate factor against your Service's average. The box to the right of each figure containing your organization's average will be color-coded blue, red, or green. Blue indicates your organization's average falls within the Range of "Near Service Average" values shown below each figure. Unit averages below this range are color coded red, while averages above this range are color coded green. Service averages are recalculated on a fiscal year semi-annual basis.

### Organizational Commitment



Range of "Near Service" Average = 2.75 - 3.17

### Trust in Leadership



Range of "Near Service" Average = 2.58 - 3.07

### Organizational Performance



Range of "Near Service" Average = 2.69 - 3.08

### Organizational Cohesion



Range of "Near Service" Average = 2.71 - 3.09

### Leadership Cohesion



Range of "Near Service" Average = 2.53 - 3.01

### Job Satisfaction



Range of "Near Service" Average = 2.70 - 3.11

Red = Below Service Average

Blue = Near Service Average

Green = Above Service Average

### Organizational Processes



Range of "Near Service" Average = 2.67 - 3.06

### Diversity Management



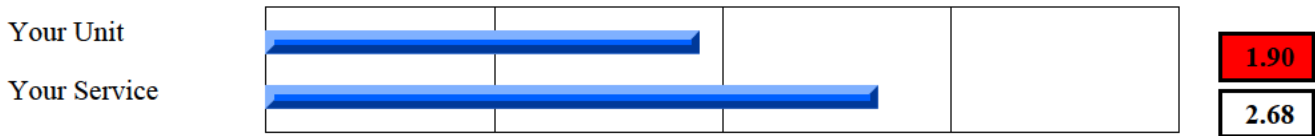
Range of "Near Service" Average = 2.76 - 3.09

### Help Seeking Behaviors



Range of "Near Service" Average = 2.86 - 3.12

### Exhaustion



Range of "Near Service" Average = 2.46 - 2.89

### Sexist Behaviors



Range of "Near Service" Average = 2.89 - 3.27

### Sexual Harassment



Range of "Near Service" Average = 3.12 - 3.36

### Sex Discrimination



Range of "Near Service" Average = 3.06 - 3.36

Red = Below Service Average

Blue = Near Service Average

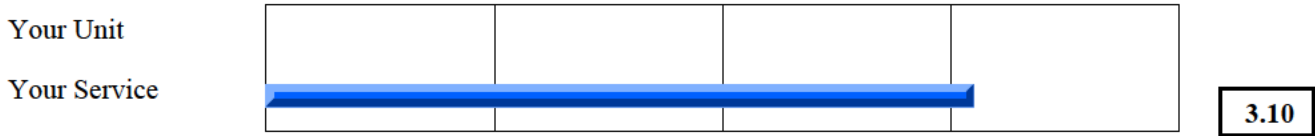
Green = Above Service Average

### Racist Behaviors



Range of "Near Service" Average = 2.97 - 3.35

### Disability Discrimination



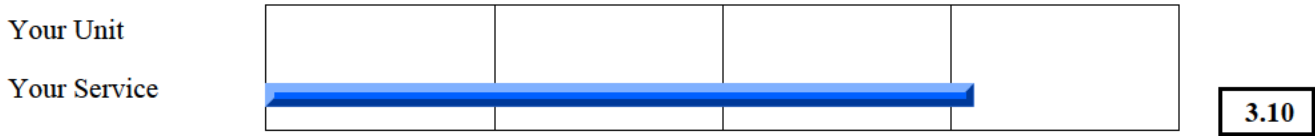
Range of "Near Service" Average = 2.97 - 3.27

### Racial Discrimination



Range of "Near Service" Average = 3.12 - 3.39

### Age Discrimination



Range of "Near Service" Average = 2.98 - 3.29

### Religious Discrimination



Range of "Near Service" Average = 3.24 - 3.42

### Demeaning Behaviors



Range of "Near Service" Average = 2.88 - 3.24

### Hazing Behaviors



Range of "Near Service" Average = 3.27 - 3.53

Red = Below Service Average

Blue = Near Service Average

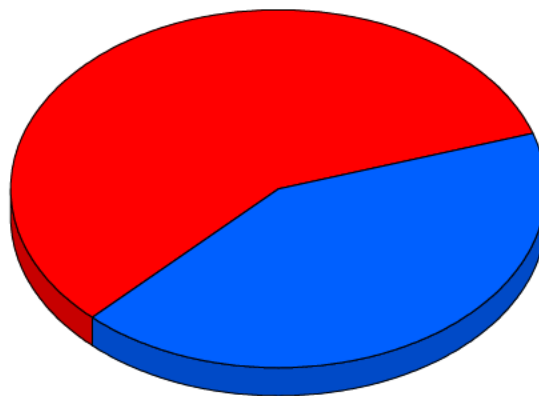
Green = Above Service Average



## VII. DEOCS SUMMARY OF SURVEY ITEM RESULTS

### Organizational Commitment

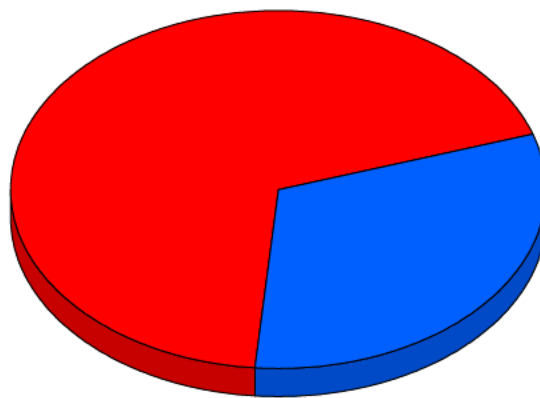
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
I feel motivated to give my best efforts to the mission of my organization.	53	44.17	67	55.83	120	100.00
I feel a strong sense of belonging to this organization.	46	38.33	74	61.67	120	100.00
I am proud to tell others that I belong to this organization.	53	44.17	67	55.83	120	100.00
Overall Average	152	42.22	208	57.78	360	100.00



<b>Favorable</b>	42.22
<b>Unfavorable</b>	57.78

### Trust in Leadership

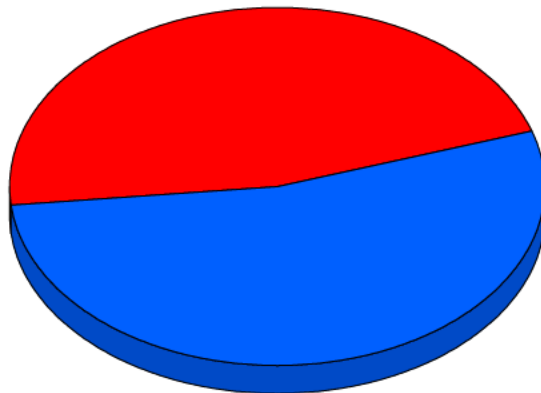
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
I trust that my organization's leadership will treat me fairly.	27	22.50	93	77.50	120	100.00
I trust that my organization's leadership will represent my best interests.	33	27.50	87	72.50	120	100.00
I trust that my organization's leadership will support my career advancement.	53	44.17	67	55.83	120	100.00
Overall Average	113	31.39	247	68.61	360	100.00



<b>Favorable</b>	31.39
<b>Unfavorable</b>	68.61

## Organizational Performance

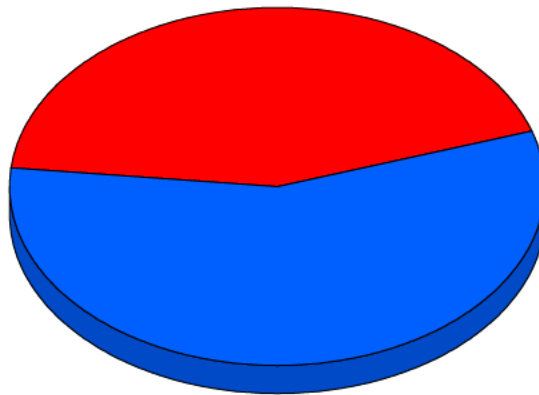
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
When short suspense/tasks arise, people in my organization do an outstanding job in handling these situations.	59	49.17	61	50.83	120	100.00
My organization's performance, compared to similar organizations, is high.	67	55.83	53	44.17	120	100.00
My organization makes good use of available resources to accomplish its mission.	69	57.50	51	42.50	120	100.00
All members of my organization make valuable contributions to completing tasks.	61	50.83	59	49.17	120	100.00
<b>Overall</b>	<b>256</b>	<b>53.33</b>	<b>224</b>	<b>46.67</b>	<b>480</b>	<b>100.00</b>



Favorable	53.33
Unfavorable	46.67

## Organizational Cohesion

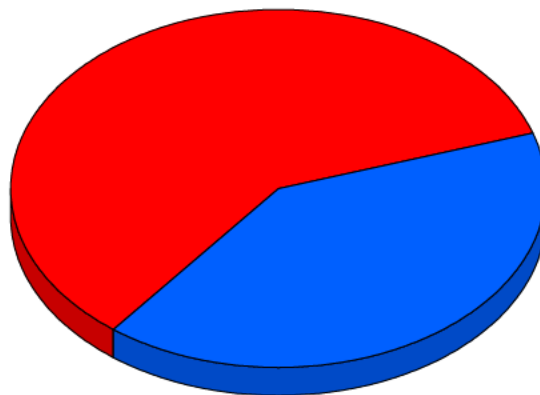
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Members trust each other.	40	33.33	80	66.67	120	100.00
Members support each other to get the job done.	82	68.33	38	31.67	120	100.00
Members work well together as a team.	82	68.33	38	31.67	120	100.00
Members look out for each other's welfare.	68	56.67	52	43.33	120	100.00
Overall	272	56.67	208	43.33	480	100.00



Favorable	56.67
Unfavorable	43.33

## Leadership Cohesion

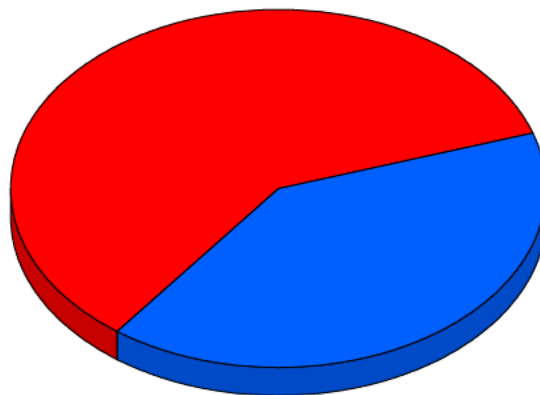
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Leaders in my organization work well together as a team.	35	29.17	85	70.83	120	100.00
Leaders in my organization communicate well with each other.	31	25.83	89	74.17	120	100.00
Leaders in my organization support each other to get the job done.	59	49.17	61	50.83	120	100.00
Leaders in my organization are consistent in enforcing policies.	69	57.50	51	42.50	120	100.00
<b>Overall</b>	<b>194</b>	<b>40.42</b>	<b>286</b>	<b>59.58</b>	<b>480</b>	<b>100.00</b>



<b>Favorable</b>	40.42
<b>Unfavorable</b>	59.58

## Job Satisfaction

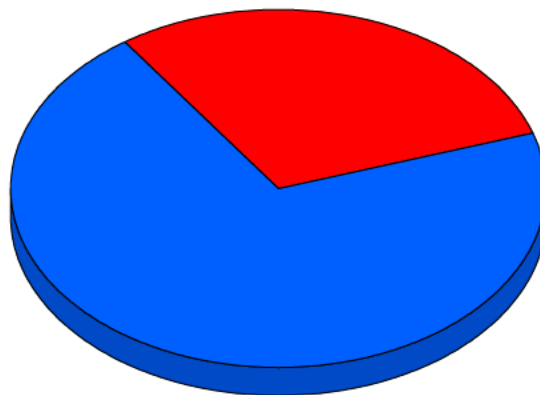
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
I like my job.	71	59.17	49	40.83	120	100.00
Most days I am enthusiastic about my work.	37	30.83	83	69.17	120	100.00
I feel satisfied with my present job.	45	37.50	75	62.50	120	100.00
I find real enjoyment in my work.	40	33.33	80	66.67	120	100.00
Overall	193	40.21	287	59.79	480	100.00



Favorable	40.21
Unfavorable	59.79

## Diversity Management

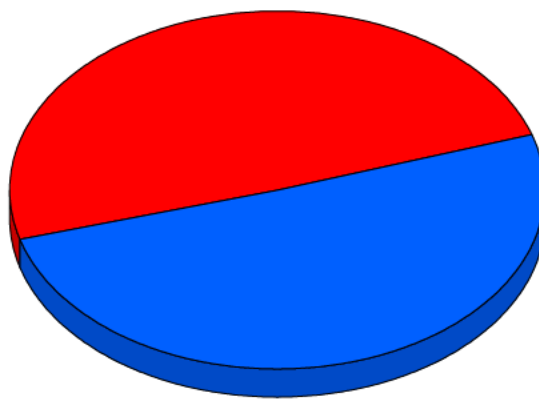
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Members are encouraged to perform to their fullest potential, regardless of their background.	93	77.50	27	22.50	120	100.00
Members have access to a mentoring program.	106	88.33	14	11.67	120	100.00
Members' skills and other attributes are taken into account when assigning tasks.	80	66.67	40	33.33	120	100.00
Efforts are made to make everyone feel like part of the team.	58	48.33	62	51.67	120	100.00
<b>Overall</b>	<b>337</b>	<b>70.21</b>	<b>143</b>	<b>29.79</b>	<b>480</b>	<b>100.00</b>



<b>Favorable</b>	70.21
<b>Unfavorable</b>	29.79

## Organizational Processes

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Discipline is administered fairly.	31	25.83	89	74.17	120	100.00
Programs are in place to address members' concerns.	65	54.17	55	45.83	120	100.00
Decisions are made after reviewing relevant information.	50	41.67	70	58.33	120	100.00
Relevant job information is shared among members.	66	55.00	54	45.00	120	100.00
Personnel are accountable for their behavior.	92	76.67	28	23.33	120	100.00
Overall	304	50.67	296	49.33	600	100.00



Favorable	50.67
Unfavorable	49.33



What best describes your career intentions?



	Frequency	Percent
	25	20.83
	23	19.17
	10	8.33
	23	19.17
	32	26.67
	7	5.83
<b>Total</b>	<b>120</b>	<b>100.00</b>

Definitely stay.

Probably stay.

Stay next several years.

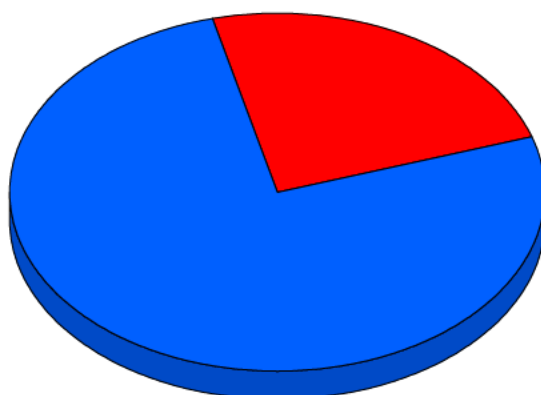
Probably leave after current obligation.

Definitely leave after completion of current obligation.

N/A.

## Help Seeking Behaviors

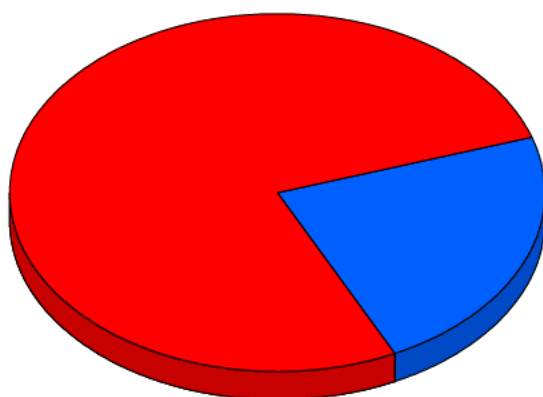
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Members are well trained to recognize the signs of depression, suicidal thoughts, or Post Traumatic Stress Disorder (PTSD).	82	68.33	38	31.67	120	100.00
Seeking help for depression, suicidal thoughts, or Post Traumatic Stress Disorder (PTSD) is a sign of strength.	111	92.50	9	7.50	120	100.00
Seeking help for depression, suicidal thoughts, or Post Traumatic Stress Disorder (PTSD) would negatively impact a member's career.	81	67.50	39	32.50	120	100.00
<b>Overall</b>	<b>274</b>	<b>76.11</b>	<b>86</b>	<b>23.89</b>	<b>360</b>	<b>100.00</b>



<b>Favorable</b>	76.11
<b>Unfavorable</b>	23.89

## Exhaustion

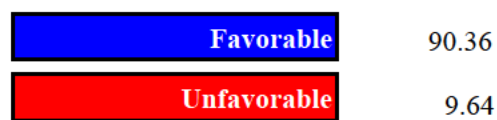
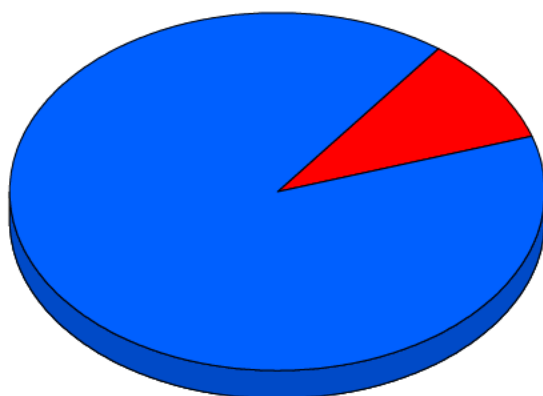
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
I feel mentally worn out.	15	12.50	105	87.50	120	100.00
I feel physically worn out.	39	32.50	81	67.50	120	100.00
I feel emotionally worn out.	28	23.33	92	76.67	120	100.00
<b>Overall</b>	<b>82</b>	<b>22.78</b>	<b>278</b>	<b>77.22</b>	<b>360</b>	<b>100.00</b>



Favorable	22.78
Unfavorable	77.22

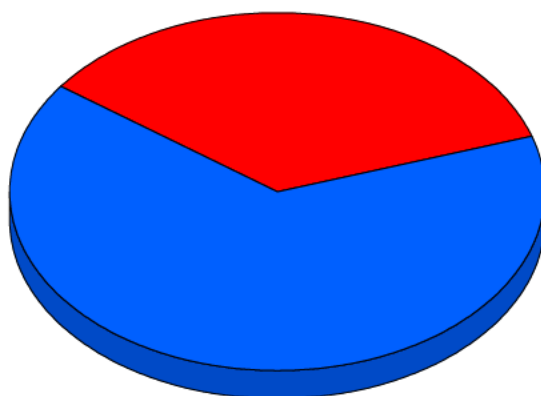
## Hazing Behaviors

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Newcomers in this organization are pressured to engage in potentially harmful activities that are not related to the mission.	108	89.26	13	10.74	121	100.00
Newcomers are harassed and humiliated prior to being accepted into the organization.	110	90.91	11	9.09	121	100.00
To be accepted in this organization, members must participate in potentially dangerous activities that are not related to the mission.	110	90.91	11	9.09	121	100.00
Overall Average	328	90.36	35	9.64	363	100.00



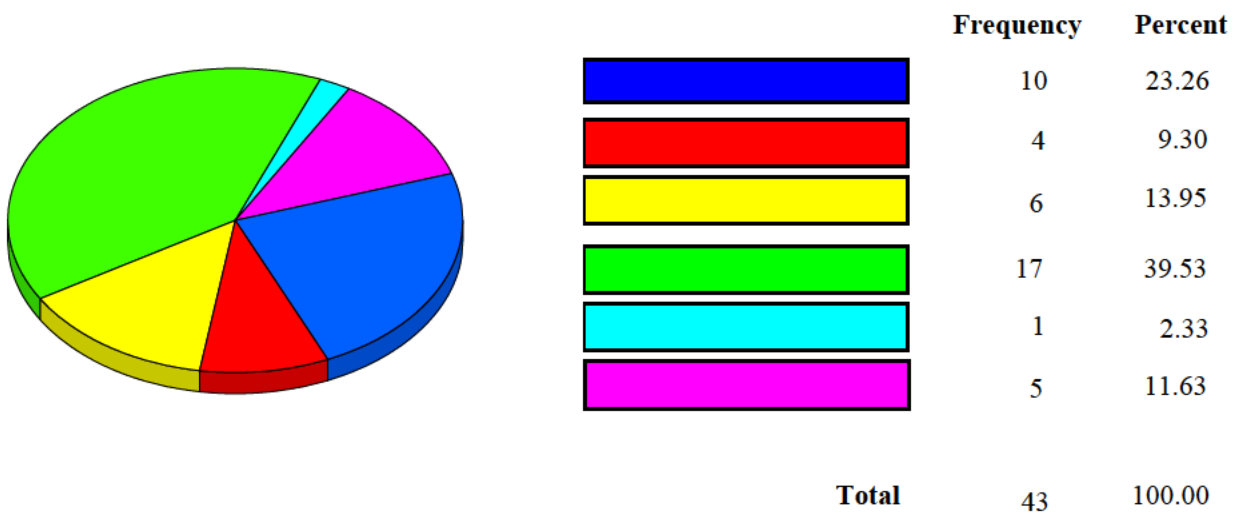
## Demeaning Behaviors

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Certain members are purposely excluded from social work group activities.	87	71.90	34	28.10	121	100.00
Certain members are frequently reminded of small errors or mistakes they have made, in an effort to belittle them.	57	47.11	64	52.89	121	100.00
Certain members are excessively teased to the point where they are unable to defend themselves.	92	76.03	29	23.97	121	100.00
<b>Overall</b>	<b>236</b>	<b>65.01</b>	<b>127</b>	<b>34.99</b>	<b>363</b>	<b>100.00</b>



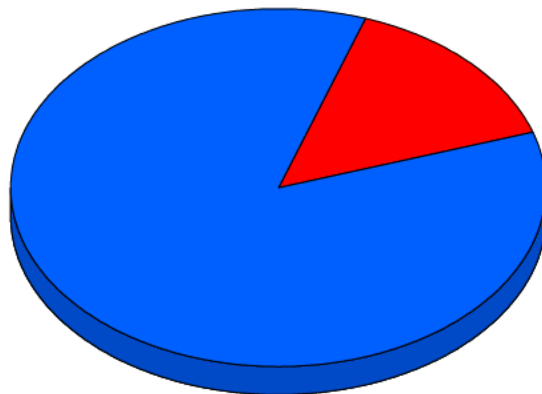
Favorable	65.01
Unfavorable	34.99

**In what way or ways do you perceive favoritism is being displayed?**



## Racial Discrimination

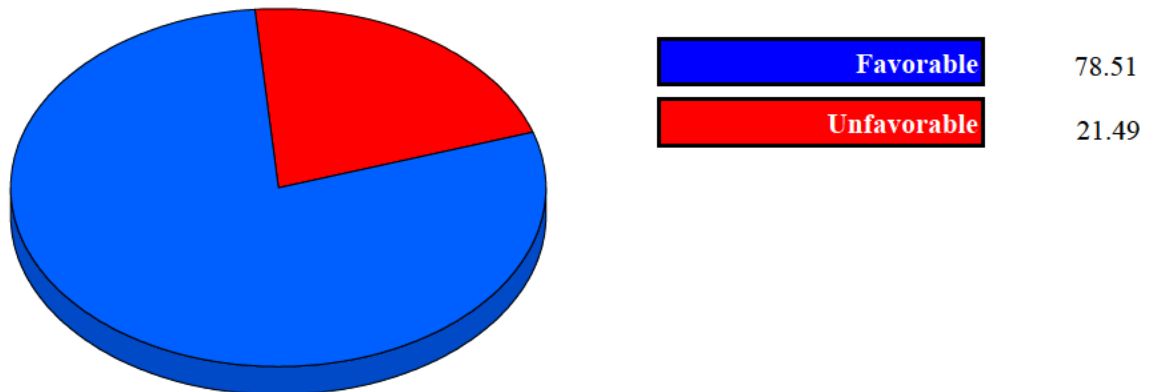
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Qualified personnel of all races/ethnicities can expect similar job assignments.	105	86.78	16	13.22	121	100.00
People of all races/ethnicities can expect to be treated with the same level of professionalism.	99	81.82	22	18.18	121	100.00
Qualified personnel of all races/ethnicities can expect the same training opportunities.	106	87.60	15	12.40	121	100.00
<b>Overall</b>	<b>310</b>	<b>85.40</b>	<b>53</b>	<b>14.60</b>	<b>363</b>	<b>100.00</b>



Favorable	85.40
Unfavorable	14.60

## Sex Discrimination

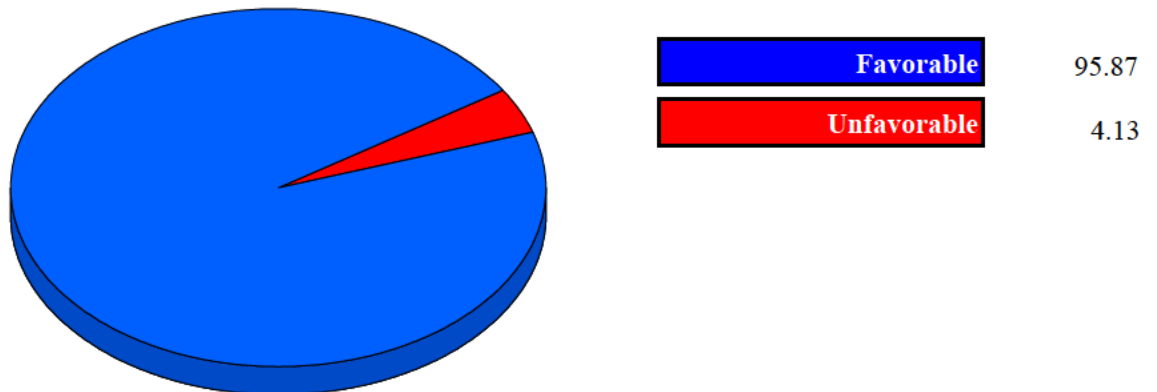
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Qualified members of both genders can expect to be treated with the same level of professionalism.	88	72.73	33	27.27	121	100.00
Qualified members of both genders can expect similar job assignments.	100	82.64	21	17.36	121	100.00
Qualified members of both genders can expect the same training opportunities.	97	80.17	24	19.83	121	100.00
<b>Overall</b>	<b>285</b>	<b>78.51</b>	<b>78</b>	<b>21.49</b>	<b>363</b>	<b>100.00</b>





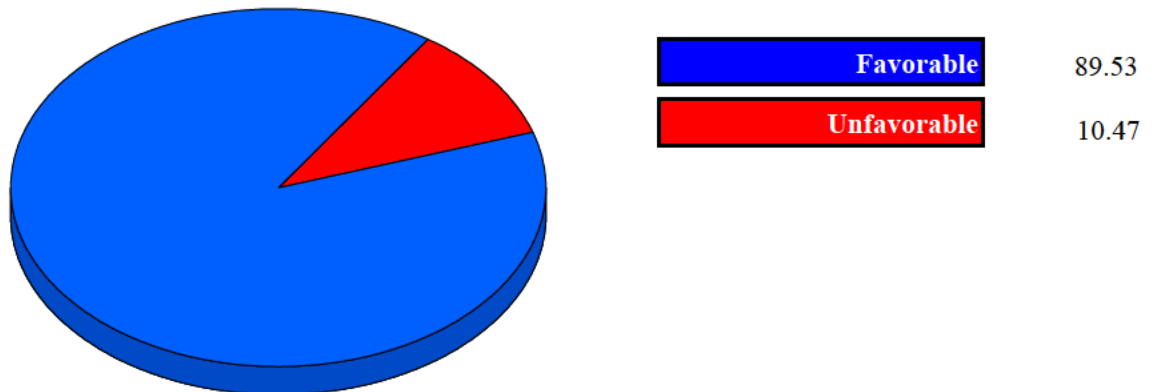
## Religious Discrimination

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Qualified people of all religions can expect similar job assignments.	116	95.87	5	4.13	121	100.00
Leaders do not publicly endorse a particular religion.	114	94.21	7	5.79	121	100.00
Qualified personnel of all religions can expect the same training opportunities.	118	97.52	3	2.48	121	100.00
Overall	348	95.87	15	4.13	363	100.00



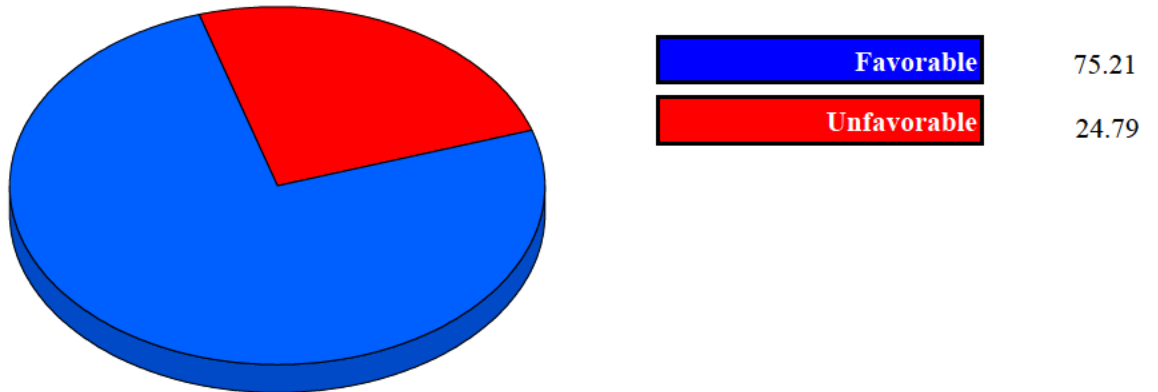
## Sexual Harassment

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Leaders play an active role in the prevention of sexual harassment.	105	86.78	16	13.22	121	100.00
Leaders in my organization adequately respond to allegations of sexual harassment.	116	95.87	5	4.13	121	100.00
Sexual harassment does not occur in my work area.	104	85.95	17	14.05	121	100.00
Overall	325	89.53	38	10.47	363	100.00



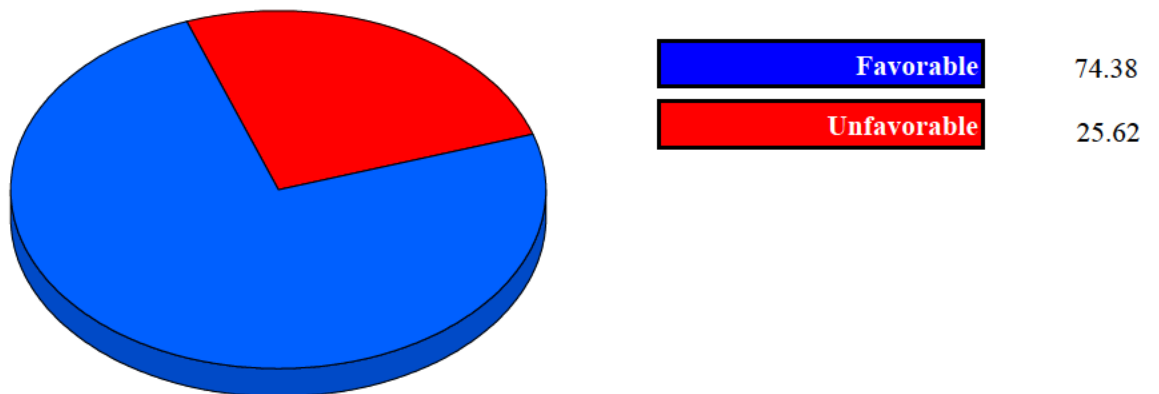
### Racist Behaviors

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Racial comments are not used in my work area.	91	75.21	30	24.79	121	100.00
Racial slurs are not used in my work area.	90	74.38	31	25.62	121	100.00
Racial jokes are not used in my work area.	92	76.03	29	23.97	121	100.00
Overall	273	75.21	90	24.79	363	100.00



## Sexist Behaviors

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Sexist slurs are not used in my work area.	86	71.07	35	28.93	121	100.00
Sexist jokes are not used in my work area.	92	76.03	29	23.97	121	100.00
Sexist comments are not used in my work area.	92	76.03	29	23.97	121	100.00
Overall	270	74.38	93	25.62	363	100.00



### Age Discrimination (Civilians only)

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Qualified personnel over 40 years old can expect similar job assignments as younger personnel.	0	0.00	0	0.00	0	100.00
Qualified personnel over 40 years old can expect the same training opportunities as younger personnel.	0	0.00	0	0.00	0	100.00
Qualified personnel over 40 years old can expect the same career enhancing opportunities as younger personnel.	0	0.00	0	0.00	0	100.00
Overall	0	0.00	0	0.00	0	100.00

<b>Favorable</b>	0.00
<b>Unfavorable</b>	0.00

### Disability Discrimination (Civilians only)

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Qualified personnel who are disabled can expect similar job assignments as non-disabled personnel.	0	0.00	0	0.00	0	100.00
Qualified personnel who are disabled can expect the same training opportunities as non-disabled personnel.	0	0.00	0	0.00	0	100.00
Qualified personnel who are disabled can expect the same career enhancing opportunities as non-disabled personnel.	0	0.00	0	0.00	0	100.00
Overall	0	0.00	0	0.00	0	100.00

<b>Favorable</b>	0.00
<b>Unfavorable</b>	0.00

## VIII. RECOMMENDATIONS

The following section provides interpretation and recommendations for the DEOCS report. Based on the data obtained, the DEOCS results for your organization may vary between organizational strengths and concerns. It is important to not only review section VII, DEOCS Summary, but to contrast that information with section V, Climate Factor Subgroup Comparison. Appendix on Written Comments, may also help to validate some areas of concerns within sections VII and V, please ensure you review that area to determine if there are comments that speak directly to any areas of concern.

This section also seeks to provide guidance for additional steps in the climate assessment effort, and prescribe actions to help address organizational concerns.

Share positive results with the organization's members. Compare subgroups to determine whether diminished perceptions of climate factors are prevalent among specific groups, and the sources of those perceptions.

### **Above Average/Average**

Seek to identify-and reinforce-those practices and programs currently in place.

Reinforce behaviors that create a climate of inclusion, supporting and preserving the dignity and worth of all members.

Continue to promote and maintain a healthy human relations climate. This can be done by ensuring all members in the unit understand their roles and responsibilities.

Share positive results to enhance members' commitment to the organization and its mission.

Consider utilizing training aids to further provide awareness and knowledge regarding key factors.

### **Below Average**

It is important to note that some or all of the three lowest averages may actually be comparable to your respective Service averages, and not necessarily represent a negative finding. If any of these averages appear appreciably lower than your Service average, they should be treated as an organizational concern. In cases where low averages, compare the demographic subgroups to determine whether diminished perceptions are more obvious among specific groups.

After identifying the specific climate factors with low averages and those demographic subgroups that harbor negative perceptions regarding them, use these findings to plan follow-on assessment efforts, including focus groups, interviews, and written record reviews. Conducting focus groups and interviews can help determine the source and extent of specific perceptions.

Develop an action plan and socialize the plan with members. Set a timeline for the action items designed to address each specific validated concern, and provide timely feedback on progress accomplishing them. This will demonstrate your willingness to listen to your subordinates, and take action to improve conditions when possible.

We trust these recommendations for interpretation will prove useful. DEOMI believes the DEOCS can help commanders improve the readiness within their commands. To make best use of this tool, DEOMI provides tools and products designed to address the mission impacting issues that were identified during the climate assessment process.

Access to products can be found at the “Assessment to Solutions” website which is designed to support leaders and equal opportunity professionals. To access the site go to:  
<http://www.deomi.org/DRN/AssessToSolutions/index.html>

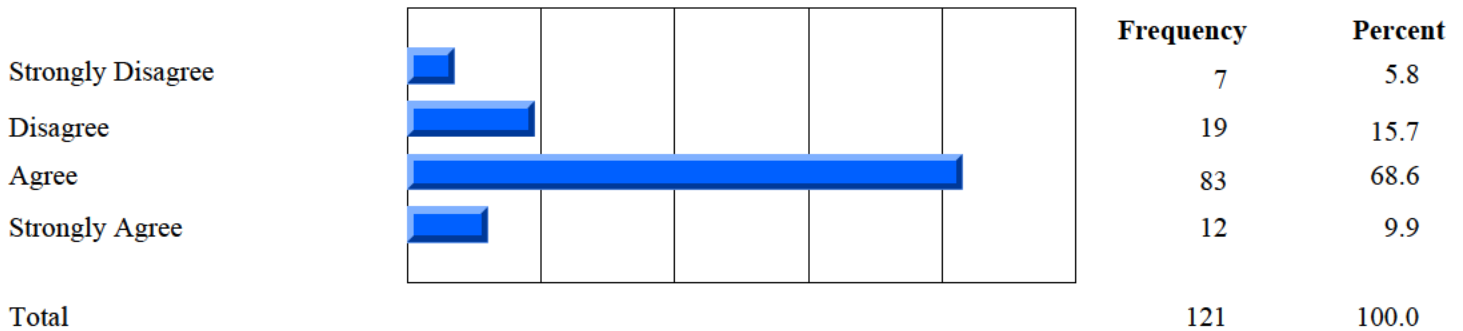
The DEOCS Support Team is available to assist you and can be contacted at:  
321-494-2675/3260/4217  
DSN: 854-2675/3260/4217  
[support@deocs.net](mailto:support@deocs.net)



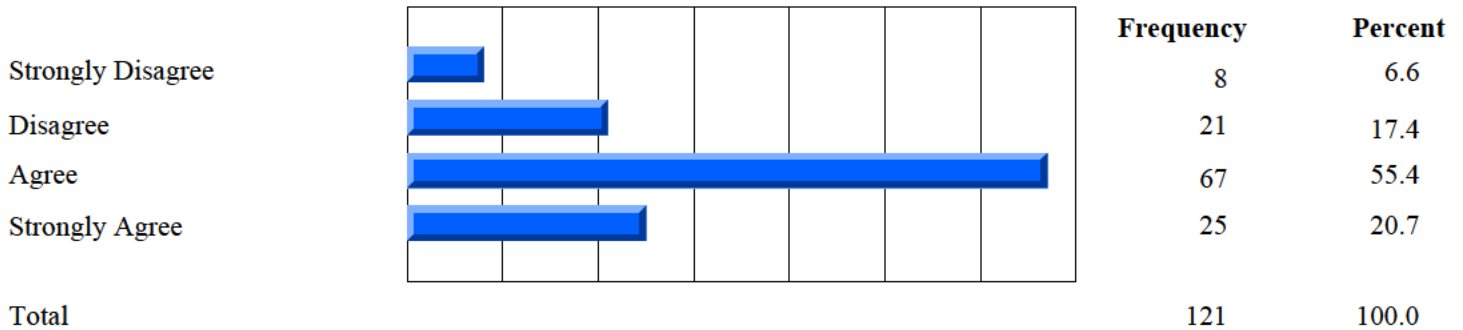
## Appendix A: Your Locally Developed Questions

If someone failed to respond to a question, or if for any other reason the computer could not interpret the response, it was not counted.

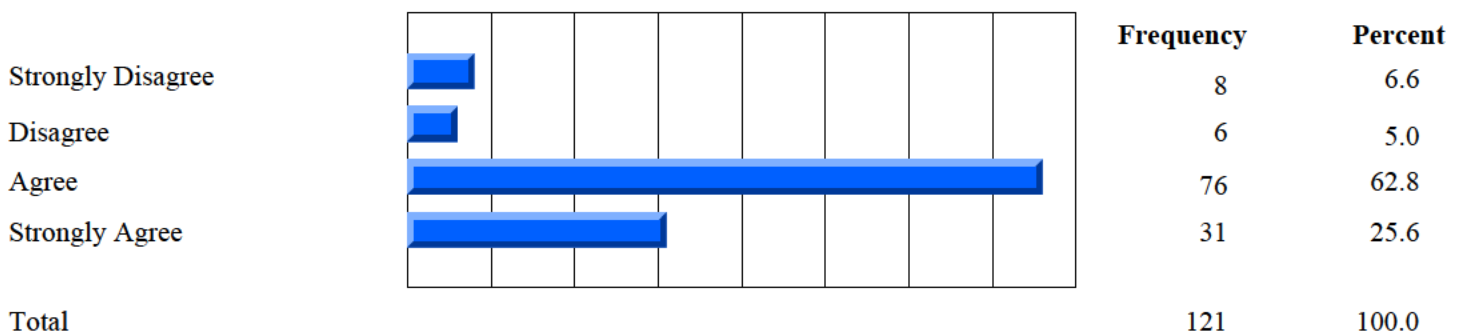
### 1. I am provided with the tools, equipment, or supplies necessary to perform my job.



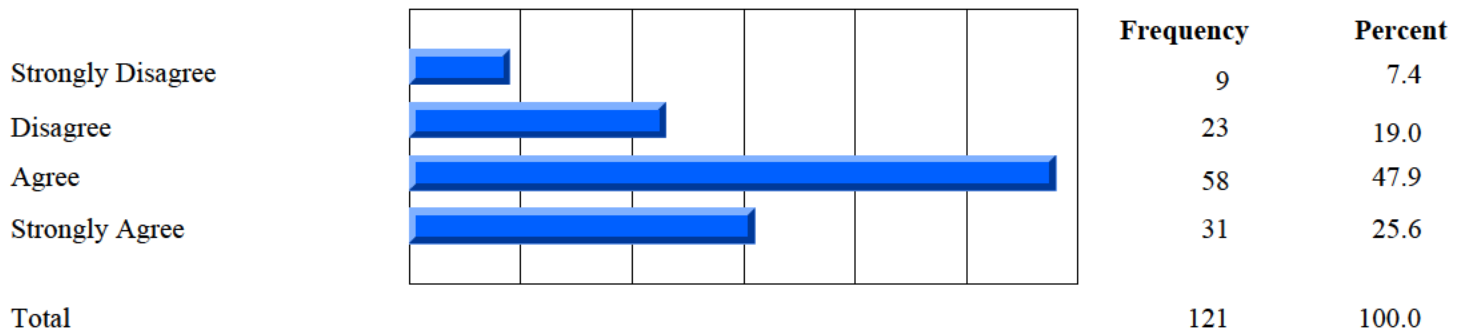
### 2. Your chain of command provides equal opportunity regardless of one's sex.



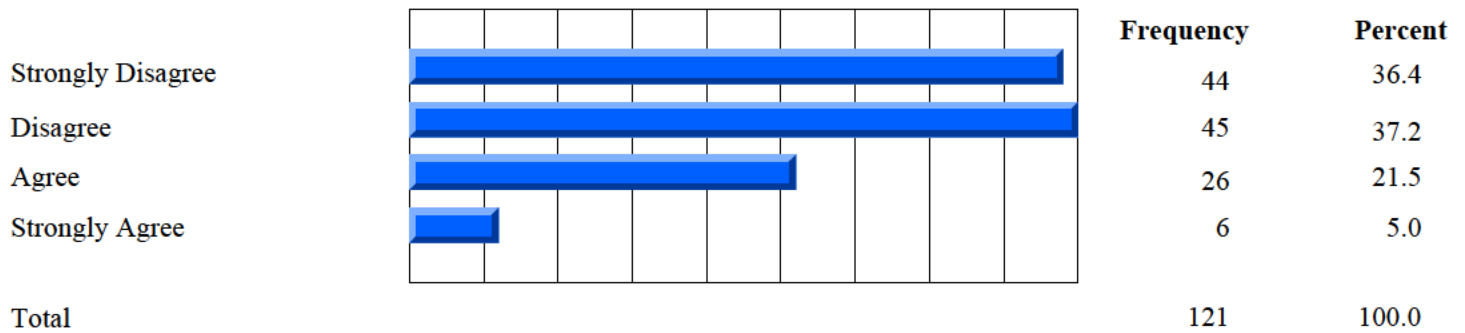
### 3. If I were to deploy, my family members would have adequate resources on base to be taken care of.



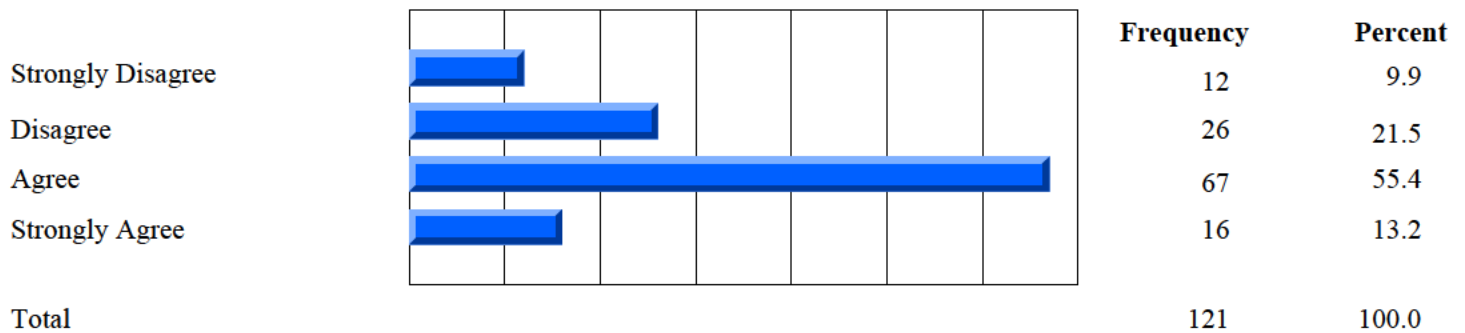
**4. Discrimination with regard to race, color, gender, age, physical or mental disability, or national origin is not tolerated in the workplace.**



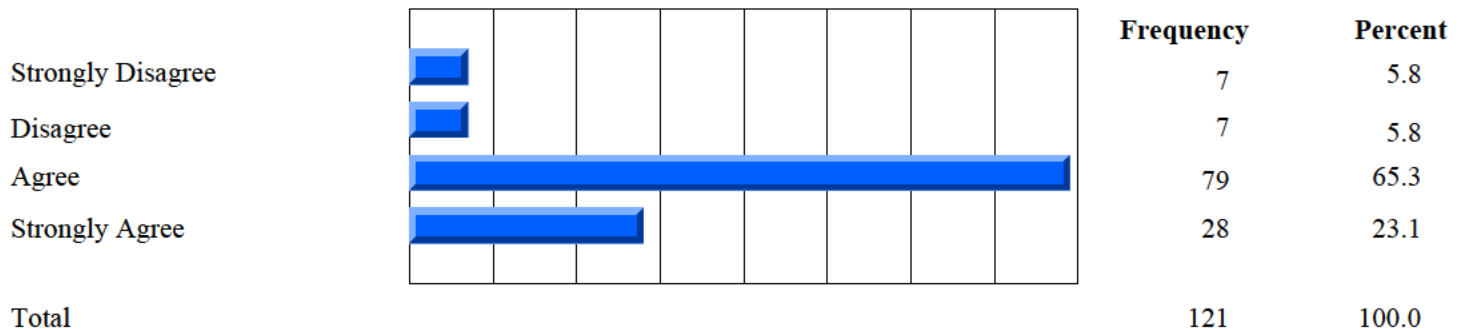
**5. Communication flows freely from senior leadership to all levels of the organization.**



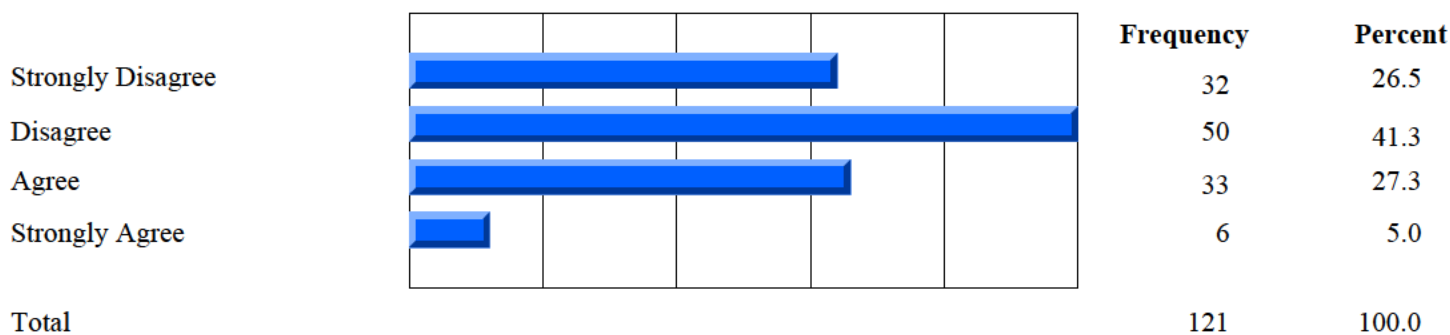
**6. The number and type of physical fitness equipment sufficient for you and your Shipmates when underway.**



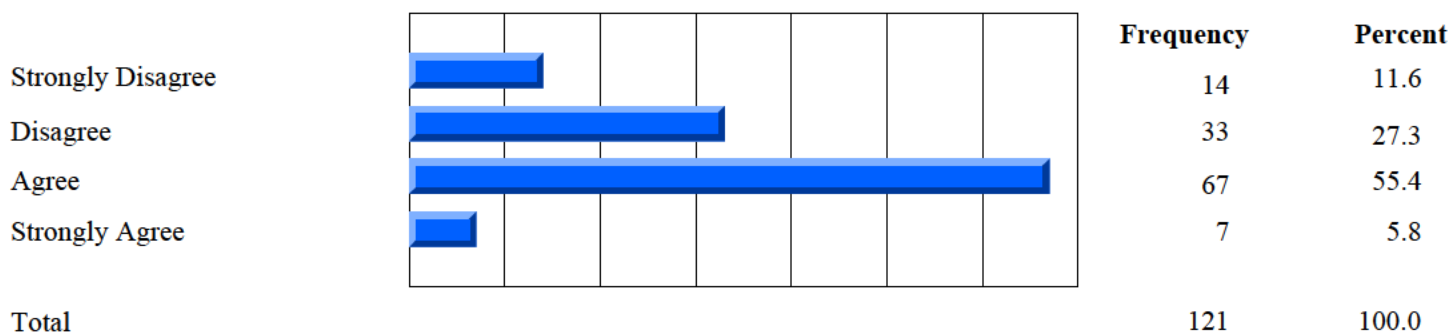
**7. You feel safe in your workspace and living space.**



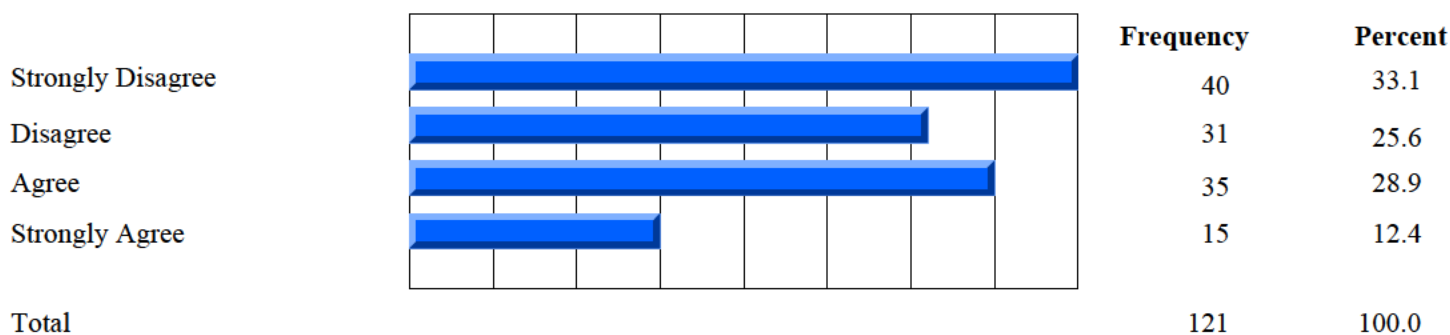
**8. You trust your senior leadership.**



**9. I am treated with dignity and respect in this command.**



**10. I feel that the Commander/Director will use the information from this survey to improve the command.**



## Appendix B: Your Short-Answer Questions

NOTE: The answers appear exactly as they were written on the survey:

1. **Briefly list the sources of job related stress you experience, from the greatest source to the least.**

No matter how hard you work if you are not favored on the ship you won't get the recognition you deserve.

The CAPT, THE XO, Repeat!

ot knowing what is going on work wise we spend half the day wasting time or PTing in the morning killing our prime work hours then get off work late not feeling acomplished what so ever.

lack of communication From the Capt to the Dept Head to the LPO and back up the chain of command. This is the reason the ship is sp gloomy currently there is no love for the crew on a daily basic there is so much back stabbing left and right im afraid to move from up against the wall.

Work hours. The HEAT on the ship plus the time we have to spend on it is not good for the crew moral.

Information Flow

Under-manned

Command decision,

Ships Schedule.

not having a solid schedule, everything changes sometime not even a day notices.. it's so frustrating..

Overload of weekly duties.

Heat Stress.

Schedule.

Fear of disciplinary action.

Work hours.

Fear of trouble because of a petty unintentional accident like not wearing gloves, fear of bread and water, fear of seeing CO.

Fear of Commading Officer

Feeling alone

Constantly having someone hover you

Uncertainty with given instruction

My highest level of stress is typically caused by the lack of support from the higher chain of command. Everyone is so worried about what the CO would want or like they are no longer concerned about what is right and what is wrong. My work along with everyone else's has become about survival.

CHAIN OF COMMAND- The support structure no longer exists. (b) (6), (b) (5) now has a God complex. If you were part of the E6 and below personnel they would honestly tell you they are afraid to do anything. The chain of command doesn't care why you did something they just want to punish you.

Heat- Working in the heat all day without breaks and told if we don't finish no matter how short on people we are we are working weekends too.

production  
my job security  
protecting my guys  
protecting my Khaki

the greatest source of stress has to come from maintenance. i do not understand how khaki leadership is so quick to punish those who make little slips of maintenance when they don't do the work themselves. Sometimes the mrc is hard to read and some steps can be omitted.

I am a work center supervisor of the 4th largest work center on the ship. There is no end to my stress levels. If it's not this getting done, it's another task coming up and taking away time for maintenance. Come Friday when everything isn't done, I am immediately to blame. Our 3MC will tell us to not memorize instructions (IE The safety manual) he will tell us just to know where it is for a reference. Then when he spot checks it he will scold the maintenance man for not knowing the instruction verbatim. The CO has sailors from dept. heads down afraid to work for missing the slightest thing on an MRC. Spot checks are supposed to be used as a training tool for maintenance men, on USS Shiloh they're used as evidence to send people up to NJP and possibly to jail. 3M is designed as a system to maintain equipment to "Prevent" it from malfunctioning, but it has mutated into a system that is designed to be easier for the inspectors sitting on their asses, not the maintenance man.

For my work center I do exactly what my leadership thought me to do. I can say every morning I wake up and do the absolute best I can possible, but sometimes that's not good enough. Due to our new CO 3M has changed a lot. I agree with being hard on 3M but throwing people in the brig for messing up something our old leadership taught us was right is not the answer. There should be a period to transition for everyone to give the proper training now with 3M. If you're going to change up our 3M give us time to do proper training with our personnel. we should not have to come to work in fear everyday, that's no way to live, our leadership should think about the sailors sometime.

I truly believe everyone who is maintenance qualified is afraid to perform their weekly maintenance, or even do a spot check. I myself am afraid. I remember when spot checks were not only proving you did your maintenance efficiently, but it was also training. Now, if someone makes one mistake (we're human, we all make mistakes) rather than being corrected and learning from it, we are quickly punished for it. There are first classes going to DRB for simply not wearing gloves while supervising. I mean.. really? This is what brings morale down.

My boss uses inappropriate language with all members and continually seeks to belittle all members under his leadership for his own self-fulfillment. He does chastize and berate in public spaces for all to hear and witness regardless of the topic. He has no respect for his subordinates or cares for their well-being.

COC during a upcoming dry dock.

CO changing all these policies.

CO will punish you if he finds out you are one minute late.

CO seems he does not believe in mistakes and if you make one he will make a example out of you by having one sailor of every dep standing in CO Mast embarrassing you.

Overall the moral is TERRIBLE. If this continues Sailors will continue to get more stress and may god forbid due to the stress he is creating people don't start getting suicidal ideations.

MY BIGGEST STRESS IS MY PPL NOT WANTING TO PERFORM MAINT. BECAUSE THIS CO HAS TRIED TWICE TO SEND PPL UP TO MASS FOR GUN DECKING PMS. HE WAS WRONG BOTH TIMES AND THEY WERE INNOCENT BUT MY PPL FEAR BECAUSE THEY KNOW HE IS TRYING TO HEM THEM UP.

More than anything, it's how my department treats me. Often I am excluded from activities and gatherings and made to feel like dirt when I speak to my chiefs.

Constantly having nothing to do because my work center is done with all of its work, yet still having to stay hours afterwards at work doing nothing.

1. The CO
2. The CO
3. The OP tempo and changeable schedule of 7th fleet.
4. The minor things that happen everyday and add up.

Two of the previous answers are unfortunate but unavoidable realities of where we are stationed and what we due for a living. These we have and will continue to handle.

No comment

- 1.)Deckplate Leadership inexperience or inability to effectively lead, communicate and fairly assign tasks.
- 2.)Heat and Humidity and improper ventilation
- 3.)Unacceptable living arrangements for more junior and Geobachelor sailors.

upper chain of command

1) MY NUMBER ONE JOB RELATED STRESS IS WORKING FOR IDIOTS. HOW DO THESE PEOPLE GET PROMOTED?!!! THE NAVY IS AN ORGANIZATION WHERE IF YOU STAY IN LONG ENOUGH THE ODDS ARE IN YOUR FAVOR THAT EVENTUALLY YOU WILL GET PROMOTED ENOUGH AND ABLE TO RETIRE & EVENTUALLY THE NAVY IS PUTTING YOU IN CHARGE OF A DIVISION COMPLETELY DISREGARDING THE FACT THAT THIS "LEADER" IS 1) A TERRIBLE LEADER 2) TERRIBLE AT THEIR ACTUAL JOB 3) LIKELY OUTSIDE OF FITNESS STANDARDS (AND I AM IN SHOCK HOW SOME OF THESE PEOPLE GET AWAY WITH THEIR PHYSICAL APPEARANCE) (PRT AND BCA STANDARDS IS ALSO A BROKEN SYSTEM) 4) THEY KNOW THEY CANNOT SUCCEED ANYWHERE ELSE AND STAY NAVY WHEN AT BEST SHOULD NEVER EXCEED THE RANK OF E6 LET ALONE GET PROMOTED TO SUCH A RANK. SERIOUSLY, I FEEL LIKE I COULD DO ANY SENIOR ENLISTED'S JOB OR OFFICERS JOB JUST AS GOOD OR BETTER THAN THEM. SERIOUSLY IT IS RIDICULOUS. SOME OF THESE PPL THAT GET PROMOTED HAVE ABSOLUTELY NO BUSINESS AT THAT PAYGRADE. THE ADVANCEMENT SYSTEM IS BROKEN.

The overly unprofessional, and unnecessarily aggressive people of this command are my chief source of stress. My least source of stress is the lack of tools to effectively do my job.

Biggest source of job stress is the thought of going to Captain's Mast it is a regular event here and I feel that it is a lottery of when people are going to go up for about anything or even just because.

constant unforeseen issues that seem to appear to many times  
chain of command not providing the correct information and then correcting themselves by the end of the tasking so it must be done all over again.

Senior leadership lack of disseminating expectations.

Incompetent leadership: On a daily basis I have next to no guidance from my LCPO as to what needs to be accomplished for the day. My division and I often find ourselves standing around doing nothing because we have no tasking. Not that we need to be micromanaged, but an idea of what we need to accomplish would be nice.

3M: As a workcenter supervisor I have to deal with quite a bit of 3M related stress. I should not have to revise my IEM letters five times because 3MC and ATG can't figure out what format they want. 3MC often is little help when I have questions about revisions, SKED 3.2, or weekly closeouts in general. Thankfully I have a very talented 3MA.

Tagouts: As we are in DSRA I feel quite stressed when running tags. Making sure the labels match is obvious but when you are already stressed out, DRB for a minor tagout violation is just one more thing adding up.

The only stress really I feel is the pressing of the new CO. I feel as though the new CO is making it hard for anyone to do work. The climate right now is timid and the leadership just kind of stands around.

Senior leadership getting involved in every aspect of everyone else's job is the greatest source of stress at the command.

Job related stress:

- fluid schedule, nothing set in stone. Our current schedule has just started to settle after a month and a half of uncertainty despite being in port for over two months.
- those who live in on base housing not on yokosuka base and do not own vehicles can have difficulties in commuting to and from work and making the working hours.
- getting off at late hours despite coming in half an hour earlier than before every day. Often times given little time to destress and refresh for work the next day during the work week before I have to go to bed to prepare for tomorrow.

inconsistent/changing schedule

constantly growing workload no matter the situation

the liberty policy and the lack of time to go out on liberty due to the workload

too much misinformation/rumors

too much "shiloh way"

garbage meals

THE FEAR OF THE CAPTAIN SENDING SAILORS TO MAST AND/OR BRIG FOR BREAD AND WATER

LACK OF COMMS AND EXPECTATION.

lack of confidence in my senior leadership

1)Unrealistic Demands from CoC.

2)Not getting the service schools that will help me better perform my JOB!

3)Being told where we can eat during Dry Dock(Why are we not receiving our BAS like normal commands?

The officers get their money but the enlisted are will not receive anything buy meals at the on base Galley?

That's not fair at all but nothing will be done about it.)

4)The time that we are told to come in.

1. Upper officer leadership

2. Ignorance of watch-standers

Last minuite tasking can turn a great productive day into a terrible stressful day. Its hard to stay postive when at 1600 senior leaders task the division with things that "have to get done today" when it wasnt disscused until 30 min prior to the tasking.



COMMENTS WILL CONTINUE IN SHORT ANSWER BLOCKS 2 and 3. This CO has implemented changes which are micro managerial, un-called for & possibly used as a means of punishment. I won't cite specifics in many cases as it may jeopardize my anonymity & I fear reprisal from this CO. Rumors are that (b) (6), (b) (5) is being "groomed" for a flag position. I can see some truth to this as he seems to get results, although it may very well be at the suffering of his crew. The fact is that this man has his blue shirts, CPO Mess & Wardroom in fear of their careers. He seems to have shown pride in the amount of Mast cases he has processed at previous commands. He has shown zero trust & taken 0 input from anyone on how to effectively get the command to where he sees we should be. SHILOH, is in his mind, obviously not up to standards, despite outstanding performance during real world operations & various inspections, including Mid-Cycle Inspection, 3M review & our attainment of the Battle 'E'. CONT IN BLOCK 2.

Incompetent upper enlisted  
New command policies

1. totalitarian atmosphere
2. heat
3. family issues
4. workload distributed unevenly

GREATEST STRESS. HEAT AND WORKING HOURS.

I leave work every day emotionally, mentally, and physically exhausted, but I do not feel the satisfaction of filling my role. Every day is harder to stay motivated. I see Shiloh turning on itself as we struggle to handle the new expectations and rules that come out daily. I watched a Chief cuss out another Chief in front of junior sailors. I watched an Officer belittle another Officer in front of their sailors. We were a brotherhood built on trust and respect, now torn apart under stress and a need to protect ourselves. I do not trust the Chain of Command to do what's right for us and trying to change us through fear or whatever method is being used right now is not making us better. We were not stumbling idiots before, and while we can always improve, this is not the way to make us better.

Too much administrative burden.

doing E1~E6's job and get E4 pay. Make second class is my only stress. My English is so bad. The only way to release stress is work.

#### COMMUNICATION-

Khakis don't talk and multiple tasking is given throughout the day by different people.

#### FEAR OF THE COMMANDING OFFICER-

With the most recent mast cases and petty reasons for them I tend to hide from the CO. When I hear he is in the area or on the ship I alter my work day to avoid him. I have one year left on this ship and if I can leave as my current rank I will consider it a successful tour. I used to have the goal to get promoted but now I don't see that as an option anymore.

#### WORKING CONDITIONS-

It is very hot. I know not much can be done to change but it is a source of stress.

no being able to do my job without my leadership freaking about any and every fricken thing. this sucks

Long work days, work lists given at the last half of the day, members getting in trouble for unneeded reasons.

Lack of communication

useless takes

work that no longer applies to get the job done correctly

Personally, I strongly dislike the way the captain came onboard handling things. Within the first month, many mast cases, many more DRB's and that's very scary. As a maintenance man, I do a lot of maintenance. And once I noticed people being sent up to mast, getting bust down, sent to the brig, losing their HPA, that made me terrified to do PMS. I feel like I'm only human, humans make mistakes. And if an EM happens to lose my tool issue receipt for electrical gloves or anything like that, I'm accused of gundecking and I lose everything I've worked YEARS for. I'm going to mast and my career is pretty much over with. The longer I stay on the Shiloh, the more I'm ready to separate from the Navy. It gets worse. And it's crazy because for us to have been the best ship on the waterfront, we are never treated as such. Just think about it.. Why do you think everyone is cancelling their OTEIPS..... They'll lose everything if they continue to stay on this ship.

My main source of stress stems from a lack of communication and the misguided idea that a ton of "low hanging fruit" tasks doesn't logically still weigh a ton. If the senior leadership was more effective at disseminating information, requirements, and desires, then I can better plan my tasks and priorities to complete the mission. It would minimize last minute "hot button" items and therefore lead to less stress.

Greatest amount of stress is the Captain because if I mess up and make a simple mistake I feel like I could lose everything I've worked for which makes it impossible to work

Working hours are the number one concern. I wouldn't take issue with coming in at 0630 if that meant ending the day any earlier, but as it stands we start earlier and end at the same time if not later. This leaves less time than initially hoped for when entering DSRA period.

There is a culture of fear being grown here where sailors are afraid to report mistakes. Maybe in the long run this will work out but right now the impression is that any minor mistake made will result in your career being unceremoniously terminated.

1. Having to (confront/work for) certain people every day.
2. Trying to be logical and reasonable in a place where it is not accepted.

Poor planning. No or very little adherence to shipboard instruction. Ambiguous or interpreting instructions to fit an argument, 3M, firing plans, PMS, qualifications, Training Teams, etc. Continual last minute tasking for tasks that while important are not on a short time crunch. Parts support; repeated cancellation of parts within the supply system with no reasoning or notification to also include Hazmat. Hazmat I've found is routinely out of required Hazmats for PMS despite the receipt of respective divisions/workcenter's Forecasting reports.

FEAR OF MAKING AN HONEST MISTAKE WHILE PREFORMING EVERYDAY DUTY AND BEING GIVEN AN UNJUST PUNISHMENT.

THE LARGEST SOURCE OF STRESS RIGHT NOW IS THE FEAR OF MAKING AN HONEST MISTAKE IN ONES EVERY DAY DUTY AND BEING UNJUSTLY PUNISHED FOR IT. WE ARE IN A HIGH RISK, HIGH STRESS ENVIROMENT AND EVERYONE KNOWS TO BE SAFE, BUT THE FEAR OF BEING PUNISHED FOR A SIMPLE MISTAKE THAT CAUSES NO HARM TO ANYONE OR ANY THING IS GREATLY MULTIPLYING THE STRESS LOAD.

I feel like I am not trusted to do my job

I don't understand where all the changes are coming from as this ship has been successful in the past year, there are too many changes in a short time span

I feel the CO does not genuinely care about his sailors despite his actions

I feel like information is not dissiminated adequately

The level of competence above the department head level is questionable

The amount of trouble people can be in for the most minor of infractions. The whole of the crew is afraid to do any PMS checks and/or spot checks, due to the amount of trouble they can now be in.

Morale is huge and drop extremely is the last three months and will continue with the current leadership in place and it has help me determine my career decisions of getting out of the U.S. navy and pressing my job oppuntunties in the the outside climate regulated environments.

Incompetent leadership from officers

So far I've yet to experience any stress during work.

Lack of trust

The job related stress is astounding. You can get in trouble for something outrageously small. This command has tured into such a joke ever since this new captain came here. There's so many rules in the work place that it's almost impossible to do your job or it takes twice as long, or longer, to get it done. You can't do something simple, like sand some rust, without being afraid of getting in trouble because your not sanding it right. This command is breathing down peoples necks, waiting for the slightest mistake so they can punish you.

1. Shutting down of the Junior Sailors and trying to keep their spirits up
2. Doing other peoples jobs

1. Fear of accidentally forgetting to do something and being looked down upon, even if it was our first offense.
2. Unable to do job because needed supplies have yet to arrive after months of waiting, lowering the amount of pms that are completed.
3. Attempting not to get into trouble.
4. Trying to make everyone happy.

-Lack of consideration when it comes to the schedule

-Lack of trust being given to the member in regards to the his/her own personal physical readiness

-Micromanaging

-Sudden and sometimes unneeded changes made to trivial tasks making them convoluted or more time consuming.

-Members believing that the new environment is hostile and not open to criticism or accepting of new ideas

From my higher chain of command they don't know how to handle any situations.

Communication is lost from khaki to e-6 and below.

The plan changes work changes constant.

1. A lack of communication and respect from the CO
2. An incompetent and inept XO

Last minute/unnecessary/ poorly planned tasking. The continued adding to one's job description and never removing anything, not enough hours in the day to accomplish everything required. No way any person could reasonably achieve one's job description and maintain a healthy personal life/family life.

- 1) Daily schedule changes for routine events
- 2) Command-mandated trackers
- 3) Morning PT with insufficient time for the crew to commute to the barge, shower and eat breakfast
- 4) Abolishment of the two-hour lunch/PT time where members could work out at their own pace
- 5) Quantity of meetings of questionable necessity, often scheduled at inopportune times.
- 6) Training (not involving only duty section) that can only take place in the afternoon after liberty traditionally begins.

Constantly changing schedules and deadlines.

Dealing with outside agencies who try to pass the buck instead of help find solutions.

Long hours.

Uncertainty.

When some LPO's are not having a good day, they tend to bring whatever is going on to the workplace or into every situation making it unbearable to talk to them or working with them.

After the change of command, I've never seen the crew so worn out and stressful, especially with the constant changes that are happening. People are saying it was not like this two years ago, SRA went smooth without the schedule changes i.e. liberty expiration, PT, and meal hours.

Time crunch or having to choose priorities in terms of time, but it goes back to ship, shipmate, self. It does create stress, part of the job.

Biggest stressor is the fear that as a WCS, I or someone in my workcenter will do something wrong and end up at DRB.

Heat Stress

2. **If morale is defined as "the confidence, enthusiasm, and discipline of a person or group at a particular time", how would you rate morale at this command? What do you think is the #1 factor that influences your assessment?**

Main factor is the chance to leave work early after completion of work list

Morale is not as high as it could be, I believe the string of punishments, new blue card rules, and new fraternization rules have everyone on edge. Everyone from top to bottom seems more stressed.

Morale is up and down depending on who you ask, I think the confidence is high and the discipline is high (with a few exceptions of folks making bad decisions). However, I think enthusiasm has waned due to the significant number of changes and the crew adjusting to those changes. Once things settle out and the crew adjusts as a group and as individuals, I think morale will come back up. The other two factors to increase morale are pay and time off. I think both of those have been addressed adequately by the command.

Morale is low right now. Sailors just wished they just went back to sea. They said SRA two years ago was not as bad as this one. This battle rhythm is not working out.

Morale as of right now is low. The running joke is "when are they going to start serving bread and water on the messdecks". That is the crew but is not me. I laugh about it but i understand it. Its the sailors that are not "SAILORING" off watch. People who get in trouble need to be punished. This is a new generation of sailors, ones who havent been disciplined by their parents and are used to a silver spoon while being feed. I support my captain in what he is doing. One day, it will get into the minds of the wrong doers and hopefully the bread and water joke will go away. MORE POWER TO YOU CAPTAIN.

morale is extermely low, the reason the co

Low. Numerous DRBs, and disciplinary proceedings, coupled with uncertainty in expectations, and changes in daily schedules and routines.

Morale is an attitude of knowing and tolerating the fact new and IMMEDIATE ACTION OH MY GOD THIS IS THE MOST IMPORTANT THING EVER tasking will pop up every day.

Discipline is good. Crew members follow orders, even those they don't agree with, while venting grievances through the proper channels at the correct times.

Confidence and enthusiasm, recently, have begun to suffer greatly due to the factors mentioned above, especially constant schedule changes. Crew members are under the perception that they are being "jerked around" by their chain of command in making decisions without regard for how decisions actually affect the minute-to-minute movements of individual crew members.

Morale at this command is currently very low due to (1 a series of unwarranted disciplinary actions taken on the basis of ostensible violations of PMS standards; (2 the constant and pervasive micromanagement of every aspect of the command's daily business.

Low. Dry docks tend to lower morale. Distrust of the Captain , in the last month over 20 sailors have been sent to mast, many directly at the Captains choosing. Bread and water was awarded on a few instances... Sailors are scared to report anything up the chain of command for fear that it will be met with harsh discipline. Sailors also feel that their direct khaki leadership is spineless now and will not/cannot support them in a mast case. (b) (6), (b) (5)

[REDACTED]

This command did not have any issues with morale until the change of command. At the moment, the morale is extremely low and continuing to plummet. The CO does not trust us. He seems like he is out to get us. Sailors are afraid to do maintenance, or any work for that matter, because they believe they will go to mast. The CO has nearly a 100% track record in giving bread and water as a punishment. It has become a sick joke among the crew. The CO even made a joke about it on the mess decks to the CS serving him food. When asked what he wanted, he replied, "Bread and water." It was shocking. For some reason the CO is convinced that this ship is messed up. He believes no one here does the right thing or operates at a high level. He is delusional. Our excellence has been well documented. The crew and the wardroom used to show up to work motivated and optimistic. Now no one wants to be here. Everyone is pessimistic about our futures and life on this ship.

morale has never been lower ppl are depressed and talk constantly about going out or i cant wait to drink tonight.

I believe all of the stress is coming from the higher chain of command.

Morale is overall low currently onboard due to a couple of contributing factors.

Including but not limited to literal temperature onboard, duty living arrangements (maintaining silence during sleeping hours), high emphasis on not being able to make minor mistakes without having major repercussions, chain of command being unable to take into consideration the personal lives of members, and lastly a command where members are afraid to speak out against policy.

morale is low, it is slightly getting better over time, mostly because we changed the way our ship works abruptly and without enough buffer to ease into the new rules of the commanding officer. Secondly, I don't feel comfortable with someone looking at me while I work, it just feels like I am being baby sat and I am not trusted to do my work.

Decreasing

Morale? There is no morale in this commmand anymore. Sailors dread going to work, or even getting within sight of the ship for fear of getting in trouble. It seems like if you don't walk a certain way your going to go to DRB, or the brig, or to mast. This captain has placed so many senceless, rediculous rules and regulations that people are just giving up. You can literally watch the life being sucked out of the sailors at this command and this captain is blind to that fact. He's changed things for the absolute worst and he's not seeing what he's doing, or maybe he is and he likes to see all his sailors suffer.

The morale at this command is extremely low! The majority of the crew has little confidence in the CO and his leadership, the enthusiasm of the crew has dropped to the lowest I've seen yet and people are rebelling breaking down the discipline I once saw!

1/10. Unfair justice.

Morale is so low it's sad. Nobody wants to work for this captain

2 the new commanding officer has made it differ cult to enjoy and let the sailor do there job he has created muktiple mass cases and a lot more drbs just because he has controlled the enviroment to be driven into sorts of camps of unfair and injustices treatments that will continue if not talk and explained of bad intentions of crews morale to continue to help him controlled the ship plea pardon to get relieved.

Low. Most of the crew counts down the days until they PCS. We have even had senior enlisted cancel their OTEIP, due to the strong desire to leave the command.

Morale was great before the change of command. Now, it is below average at best. As a military organization I understand the need for discipline but we have come a long way from being a Navy in the 1980's to what we are now, there are things that have been changed and or evolved to make us as strong as we are today. Some of the things that the chain of command are doing are belittling to those who go to NJP and it is a waste of time to all departments as we have to send a representative all the time. I feel like we are being punished for nothing. That droved down morale big time. Also, all the changes and it's still changing, no consistency whatsoever.

THE MAIN REASON MORALE IS SO LOW RIGHT NOW IS ALL OF THE CHANGES HAPPENING RIGHT NOW AND HOW MANY PEOPLE ARE BEING GIVEN UNJUST PUNISHMENT FOR MINOR INCIDENTS YET WHEN PEOPLE DO SOMETHING OUTSTANDING AND GO ABOVE AND BEYOND THE CALL OF DUTY, THERE IS NO REWARD, OR EVEN RECOGNITION.

Morale as a whole is low on the ship. Service members are, as stated before, operating by and large reactively not proactively. This stems all from planning and communication. Things in this line of work are not always going to be great nor tailored to each individual but the apparent cluelessness or perceived apathy from the top down does nothing to mitigate it. If an individual has a collatoral duty or command role the reasonable expectation is that it be performed instead of foisted upon others.

It is terrible and I wish I knew why.

The crew is scared and confused. One moment they are being beat down witnessing another shipmate fall for an apparent minor infraction to the next where the collective is out playing SHILOH Olympics. With this sort of ball and taser treatment no one is really sure how to interpret things.

The worst, I have no confidence, and enthusiasm too work because me doing work means me loosing my job

I would rate morale based on the above definition as low. The number one fact that influences my assessment is the previously mentioned lack of communication. It creates a high degree of uncertainty, which is a serious drain on morale.



As of right now, morale is very low in the extent that people are scared of doing things because they're not sure if they will get in trouble for simple mistakes and get the worst punishment.

Morale on the Shiloh is extremely low. Number one factor would be how you are always having to look over your shoulder and its basically one man for themselves. Once you make a mistake youre khakis will not do a thing. They will sit back and let the captain send you up and take everything u worked for. And thats sad

Poor.

Senior leadership and lack of communication.

Moral is low at this command. The number one factor that influences my assessment is the way the captain treats the crew.

the turmoil of being made to compete/ having to pt together when we dont have to. the instructions only says has to let command pt during working hours. i think most of all is when we change the early expiration of liberty time. Why do we need to come in at 0630 when the ship yard does not start work to around 0900? Oh and the barge situation where i have to walk all the way down to apl 40 from turning in my white card. The white card and blue card thing i be told we are still the only ship in japn doin it

RAPIDLY DECREASING-

I understand change is hard but with these radical adjustments this command is no longer enjoyable. I use to be excited to come to work, now I struggle to get myself out the door in the morning. As a junior sailor it is discomfoting to hear senior leadership have pulled their OTEIP packages because they no longer want to stay hear. I wish I had that option. At the current rate I don't see it improving any time soon.

liberty expair move to 8 o'clock. this will be boost morale for everybody. But I know this is not gonna happen in this command.

I believe the morale in this command is very low. People are afraid to perform their jobs daily because they are afraid if they accidentally make a mistake that will go to Captain's mast and straight to the brig.

Low; Dry dock, and it will only get worse towards the holidays and during LOA. Continueing to put pressure on the crew now will results in devistatingly low moral, drop in retention rates, and potentially loss of Sailors.

THE MORALE OF THE COMMAND RIGHT NOW IS PROBABLY AT ITS LOWEST.

the morale would be a 2 out of 10. everyone talks about whos getting in trouble or whos gonna get in trouble. am i allowed to do this or not.

At all hands call, the crew claps with the same level of enthusiasm as a group of North Koreans at some mandatory military parade, there is no love or passion for our command any longer, only fear that at any moment some minor offense will send you before the man.

In my relatively short time in the NAVY I have been at 3 commands, at each there were multiple suicide attempts with 3 being successful. I can say with some level of certainty, that if this climate continues, Shiloh will follow this trend. When hard work is ignored, and mast with bread and water becomes mandatory, people will start to break.

CONT FROM BLOCK 1. I believe that our previous CO, (b) (6), (b) (5) burned many bridges in the Yoko area, specifically with CFAY, DESRON & various afloat commands. I believe that (b) (6), (b) (5) has heard unflattering speech about our last CO, and has made the correlation that if people talk poorly about him because of his personality, that the crew (b) (6), (b) (5) inherited must be just as bad. I know you cant teach an old dog new tricks, and that (b) (6), (b) (5) is as sly as a fox, and that is why if he were confronted on the extension of working hours, the sending of fine PO1s & PO2s to DRB in front of the Chiefs, putting Master Chiefs back in the duty sections, he would be able to justify all of them as being within the guidance set forth from higher authority. CONT IN BLOCK 3.

I think at the moment overall command morale is moderate to low because of the recent rounds of NJP. There is a fear among the crew that even the slightest honest mistake will get them an NJP.

Morale is at an all-time low for the Shiloh. It is hard enough having so many liberty restrictions in Japan, but now we have to watch our friends and new sailors have their careers ruined because of mistakes that wouldn't mean anything in the real world.

I would say that morale does not exist at this command but on a scale of 1 to 10 I would rate the morale around a 1. Everything is dictated to us, no one actually sits down and thinks about the outcomes before making decisions. Minor and Major infractions are treated the same and we are all tired! Its been a rough 2 years for the ship and now that we are home we may as well be on a fast cruise with the amount of time that we are at work IN DRY DOCK!

Zero moral

IT IS LOW. REASON IS EVERYONE IS AFFRAID TO MAKE A MISTAKE DUE TO THE COMMANDING OFFICERS STANCE ON ANY AND ALL SITUATIONS REGARDING CONDUCT. PARTLY DUE TO THE STRESS IN THE AOR.

AT AN ALL TIME LOW. THE COMMAND MORALE IS AS HIGH AS THE ATHLETICISM DISPLAYED ON THE NEW YORK KNICKS BASKETBALL TEAM.

its not the greatest to be honest. the past few weeks we have seen a drastic shift from leadership that more or less doesn't care too much about the crew and the status quo, to a leadership thats extremely by the book. the reaction resulting from the change is rather stressful to say the least. the leadership demands yet the crew is afraid to actually take action. i think the only thing thats really going to help things is time. the new CO is making changes and, while they are not popular changes, they will be good in the long run. the issue is the fussing over details that honestly could be done with out. having such a heavy handed approach to command policy is having its effect on the crews morale.

right now moral is a mixed bag. A large number of people have been very low in moral based on our schedule changing and extending to hours that are supposed to be associated with high activity periods of time, despite being in a slow down time period of work due to dry dock. We have been going and going at a high level of activity for over a year now because of the preparations and completion of mci along with completing several important missions and exercises. We need time to refresh and destress from the high tempo so that way when we start back up again this December we are ready to go and not exhausted/unable to perform at peak ability.

Morale at the command is the lowest I have seen it since arriving. The #1 factor that is influencing my assessment is the recent change in senior leadership and the witch hunt that is being conducted to get anyone and everyone in trouble.

If everyone felt as a team and worked together and leadership had their junior sailors backs the ones that do the work I feel that morale would be through the roof.

I would rate the morale at this command overall for the enlisted crew is very low. 4 out of 10. I only speak for the enlisted members as i cannot speak on the morale of the officers.

An enourmous part of this lack of morale i beleive is due to stress. Every person onboard looks stressed out on a daily basis. The harsh punishment being handed down for incidents is no silver lining either. An E-5 with 7.5 years in should not be busted down to be kicked out just for a curfew violation. The rate that E-3 and below are going to the brig is astounding. I have never heard of a person going to the brig for anything short of sexual assault, but these sailors were simple curfew violations. Granted UA is still UA and if i were to get busted down anyway I would prefer 3 days bread and water in the brig to 60 Days restriction/extra duty.

Poor. New CO lack of expectations given and drastic changes without time to adjust to said changes

i believe morale is on a "rollercoaster" one moment everything is ok and we are all very happy about our lives. the next it is low and everyone is not having a great week at all. i do believe that is partly because of the recent change in command and the harsh punishments that have been awarded. people are scared to make the smallest infraction. Then just recently with the rumor of dating onboard whether it is within the UCMJ is causing further stress, whether you are professional or not. people are unhappy, tired, dirty, sweaty and very disgruntled. couples onboard are increasingly stressed and cautious, enlisted are worried of going to mass for the smallest infraction, and officers stress about making deadlines before they are truly at the last minute. People are stressed out from the constant rules being added and things being made more difficult for no reason.

Morale was real high a few months ago and it has surely slipped off. I believe that the number one factor is that we have some new senior leadership and they are shaking the tree so to speak.

The morale of this command is in flux. Summarily, everyone is confident that if they lack enthusiasm, they will be disciplined. All stick and no carrot is a poor way to inspire productivity.

OUR MORALE IS THE LOWEST IT HAS EVER BEEN ONBOARD SHILOH. I'VE BEEN ONBOARD ALMOST 2.5 YEARS NOW. TAKE A LOOK AT THE CANCELED OTIEPS. WHEN YOU HAVE A MASTER CHIEF AND SOME SENIOR CHIEFS CANCELING THEIR OTIEPS AND JUNIOR ENLISTED ARE FINDING OUT ABOUT IT WHAT KIND OF MESSAGE DO YOU THINK THAT SENDS OUT? THINGS HAVE GOTTEN THAT SERIOUS AROUND HERE. I'M SEPARATING FROM THE NAVY. I CAN'T BE APART OF THIS ORGANIZATION LIKE THIS, THIS ISN'T THE NAVY I WANTED TO BE APART OF. THERE IS NO MORE LOOKING OUT FOR EACH OTHER. MY GRANDFATHER IS RETIRED NAVY 23 YEARS, I TELL HIM ABOUT ALL THE BS WE DEAL WITH NOW, AND HE SAYS "THAT'S NOT MY NAVY SON. IT'S TIME TO COME HOME." THE NAVY REALLY NEEDS TO GET THEIR ACT TOGETHER BECAUSE ALL THOSE THAT ARE SEPARATING ARE THE VERY ONES WHO NEED TO BE STAYING IN AND THE ONES WHO STAY IN SHOULDN'T BE MAKING RANK! (MORE OFTEN THAN NOT THERE ARE SOME VERY OUTSTANDING PEOPLE DON'T GET ME WRONG)

my morale is as low as it can be right know the main reason is the CO's new policy and how is came about things

I Believe that morale dropped significantly after the change of command due to the stress of the workload and punishments handed out that were far beyond what people deserved for their transgressions.

The morale on this command is terrible. With the introduction of a new CO and the amount of changes that have occurred it has negatively impacted morale. Many sailors do not feel comfortable performing their assigned tasks due to a fear of being punished for even a minor deviation from the established protocol. Many sailors are feeling frustrated to the point of making poor decisions out on liberty, which results in a loss of man hours and increased work load on the division that member belongs to.

The command has a rather low morale at the moment due to senior leadership being to hands on and wanting to micromanage every aspect of the job. There seems to be no trust in the ability of junior sailors to get the job done as they have always done in the past. I feel this is somewhat odd due to SHILOH being awarded the "Battle E" multiple times since I've been onboard. Also, it doesn't help when the commanding officer sends 30 people to DRB, for seemingly minor infractions in some cases, in his first month on board.

My morale is low, primarily because of a lack of caring what us junior sailors think and making our lives more annoying so that the officers/senior enlisted sailors lives are easier.

My morale is low. Whenever we travel or I do my job without interference I feel great. Speaking with people outside of my department makes me feel like I am lucky to be out here. Speaking with my leadership however makes me often hate being here and consider requesting to go TAD somewhere else, even if I feel like I would be abandoning my shipmates when I could somehow help them.

(b) (6), (b) (5) KILLED THE MORALE WITH HIS BRASH SELF CENTERED WAY OF DOING BUSINESS. WHEN YOU SEND E3'S TO THE BRIGE FOR BEING LAT BY HOURS TO WIRK IT MAKES PPL NOT LIKE YOU.

With all do Respect the moral is terrible since we have a new COMMANDING OFFICER.

The morale is in the negative numbers as there are few enjoyable facets of work. Everyone is walking on eggshells as there is uncertainty of what will land anyone in trouble and at mast. This uncertainty is the leading cause of the decrease in morale as there is no discernable consistency in what is acceptable and what actions will land you at mast.

Morale is the lowest I have ever seen it on board Shiloh. I've been onboard Shiloh for 2 years now. Even when we unexpectedly had to go underway for Christmas, morale was still better than today. People are stressed, people are nervous, on edge all the time. The extreme discipline for people making human mistakes are insane. Yes, we are in the military. Yes, we are held to a higher standard. But we are human. We're all the same. We're going to mess up. Don't send someone to the brig for bread and water just for coming back to base an hour late. I hope there is a change soon, and the responses on this survey make a change. I find it convenient for the captain to give us 2 days off before the weekend right when the command climate survey came out. Or what about the page 13 that he has made for the whole command to sign? Regarding relationships in the command? It states we can't show PDA on or OFF base. Why is he waiting to give them out to the crew? Afraid they'll put it in the survey?

Me personally as the senior E5 in my division try to lift everyone's morals everyday, that way we get work done, people want to work on quals, people's uniforms are outstanding, but that's been hard lately since no one is trying to work on any new qualification in the belief that if they were to mess up in their position they will be sent to the brig.

Morale is at an all time low. The only thing holding the E-5 and below together is the camaraderie between us all. The number one factor is the lack of planning at the top level coming crashing down on anything we had planned to get done. Simple 10 minute tasks that now take up to two hours, just because there is no trust from the upper chain. And this comes from a lack of training, which there is never time allotted for it. So the COC just changes the instruction so it has to be an E-5 and above with this qual and that qual to get the task done. Instead of just taking the 10-15 minutes to properly train junior personnel, it gets blown off the schedule and stacked on the senior personnel's shoulder.

Morale is pretty low right now. The work day starts earlier and ends later and there is a huge emphasis on the worklist however the chain of command keeps giving days off. This makes it hard to accomplish the work that needs to be done. The number of Captain's Mast's has also radically increased which has made a lot of people afraid to do anything, including pms.

Morale in the current command would be low.

The reasoning behind this is because of the lack of corrective training instead we are taught with disciplinary action time after time.

I am on my third captain onboard USS Shiloh. I don't know how but with every captain the morale has went down. The ship is now at a point where the crew is afraid to do anything. The days we are given off are meant to mask all the severe punishments given out. There is no morale onboard this ship.

I think morale is quite low. People are afraid of losing rank and getting in trouble for minor things. For example (b) (6), (b) (5), a very smart, hardworking, and valuable member that was capped to second by (b) (6), (b) (5) because of his ability and hard work, is now facing higher tenure for I think just curfew violation. Of course rules are rules and people need to be punished for breaking them, but the Navy has a hard enough time keeping quality people. It would be doing the Navy as a whole a disservice getting rid of talented hardworking people so easily.

the number one factor is the loss of confidence in the chain of command not cause they have failed us but the fact that they no longer have any say so and the Captain thinks that he has to project his power which he doesn't we know he is the Captain its like he thinks he is a god coming here to set this place right but all he doing is killing the morale of the crew witch is majority first termers who don't understand whets going on but all the seniors guys know so to compensate for all the crazy things he does he gives them days off so they forget about the bigger picture and also he kills the work week and calls it bad planning on the frontline leaders when we don't complete the work assignments for the week.

The morale of this ship is the lowest I have seen. The Captain doesn't care how you feel anymore. Everything is do it because I say so not because it makes sense. Personnel no longer have a say in anything. Ill be honest if I have an opinion I no longer trust telling my chief it because the Captain doesn't care what he says either. If you aren't an officer you do not matter anymore. They will keep me in the ship in a 110 degree environment if they could all day. They at least give me a lunch break out of the heat thats it. Lately I have been on the ship for 12+ hours doing maintenance and told we will have to work on the weekend in the heat as well. My health isn't a factor here no one cares.

The morale has dramtically decreased since the change of command. I am sure more people would have entered survey if we wouldnt have received two days of during the time this was sent out.

I think morale is horrible I say this because I interact with a lot of people on the boat .

I would rate the morale very low. I find that the Commanding Officer is the biggest infulance of the crews low morale.

CO gives Fridays off recently so I am sure the answer to this question will be skewed.

The overall morale of the entire command has never been as low as it has become since the commencement of July. The majority, if not all, of my coworkers that I've spoken to are far too anxious and scared to merely perform their job due to the fact that they feel as if they are going to be sent to DRB. It feels as if everyone is walking on eggshells because many sailors are getting and have been sent to DRB for things they normally wouldn't have. The number one factor is the change of command.

negative 10

I was previously stationed on a decommissioned ship, while on deployment we were at a port visit. We were about to have 4 days liberty there and then one day underway to a 6 day liberty port call. First day therea major liberty inccident occurs, just like that 2300 marines, 900 ships crew, and 100 air squadron members are stuck on board pierside looking at land. We never knew when we were going to be allowed to leave, all confined and cramped temperatures rising, lines for everything, short tempers everywhere being kept in the dark for the most part, and having lost some portentially awesome liberty days. Morale was most assuredly at an all time low. We were trapped on that ship pierside for 12 days. The poor morale currently onbaord the USS Shiloh among her crew up and down the ranks, rivals that of the USS Peleliu on those 12 days trapped in Subic Bay. My honest opinnion and observation. #1 Factor, this so called "Battle Rythm", I state that one because it could easily be changed.

from scale of 1-10 I would give it a 2, everyone are frustrated.. some are afraid to do their job because they could get in trouble if they messed up. seems like a simple mistake could earn you a ticket out of your career.

Very low

The moarle is fine, not great but fine.

The Number one factor is Liberty.

I am not happy here at this point the only thing i could think of to "make me happy" is to leave the ship or get a new CAPT but who's to say that the next one would be any better, maybe im being too needy, i don't come to work to be happy but it's so rough and honestly this is the worst time of my life and the highest my stress level has been thus far in the Navy. I don't know what to do. Thank God for our Chaps, life saver! SERIOUSLY

3. **If you could solve one issue, repair one system, right one wrong, establish/reestablish a particular standard, or streamline a procedure that would improve your or your Division's work environment, or SHILOH's professionalism as a whole, what would that one thing be?**

The Capt's senses! I don't think they work, does he not hear and see how this crew come to work and leave like a pack of zombies. i mean the days offs are nice the few that we've gotten but that doesn't make up for a week long of slaving in the sun. the weekends are really just there to sleep to work more the next no time for anything else God forbid you have duty on the weekend your life is that much more crappy.

Information flow.

Communication, stability

"Battle Rythm" schedule. #0630.

i believe that some of the leadership(mainly ooficer's) talk to perswonnell in a manner that can be seen as demeaning.

It would undeniably be to have (b) (6), (b) (5) back onboard as our captain.

Feels like we are guilty until proven innocent.

I honestly don't have any issues with my Division.

Freedom of speech. , just to be able to say what you feel and not worry about if your going to get reprimanded .

If I could right one wrong it would be to not go to such extremes with punishment such as sending someone to the brig for showing up late to work. Or sending someone to DRB for not wearing gloves to something that isnt even hazmat.

Training instead of punishment. If you have a 3m related issue counseling chits and training would be provided. No more punishment for 3m issues unless the person literally said Im not doing this. I believe in training over punishment. This Captain doesnt care if people have families he would punish you take your rank and your pay without thinking twice about it.



give the e-6 and e-7 their power back

Maintenance needs to be fixed on the ship.

Get rid of 3M as a whole. It has become to much of an administrative-did-I-do-this-properly-let-me-spot-check-your-work-and-fail-you streamline process. I went to school for 2 years and hold 4 critical NEC's. I shouldn't have to find an MRC, Validate to the last FR, have all the right tools according to the paper, get the safety manual and review that I need to have a hand on a damn ladder, go put in a piece of paper the night before to pick up some simple green, verify I have the right gloves to use the simple green, find the gear, take another 2 hours to make sure it's tagged out properly because all the tag outs are done in one spot for 300+ people and two people authorizing them, turn it off, make sure the 6 inch screwdriver type 2 is a 6 inch screw driver type 2, take the screws out, check the filter only to find it's not dirty and to put it back in, re-screw it in, and do that entire process in reverse. It's asinine beyond belief. Get rid of it, I own my gear, not 3M.

I thing whe it comes to punishment it should be done on the lowest level, NOT ALL JUNIOR PERSONNEL SHOULD GO TO THE BRIGE, for ex. anything that happens in my division stays in my division. Only a serious offense will be brought up to the COC. It is more effective for me to talk to someone one on one and give them my own personnel EMI rather ruined there carrer and have them go to mast, which is whats been happening at my command.

The Shiloh is the only ship that utilizes the bluecard program. This program is not required for ships that are here so i dont really understand why we still use it. Furthermore it defeats the purpose of having this program in place with the motivation of getting a barracks room and no longer having to sleep on the ship/barge when females regardless of blue card/white card status, have barracks room and are allowed to live in their barracks room while males who might even have their blue card are still living on the barge/ship even if they arent geo-bachelors. I think that if we are to keep this program serious changes need to be made mainly regarding qualification requirements. For example since going into drydock I personaly have been blown off when i have gone to ask about getting necessary training before taking the test for Advanced DC and Team Leader. Its frustrating because thats what i need for a blue card and barracks room, but nobody is willing to help, and im not the only one

The issue I would repair would be the removal of certain people from their positions. This individual is the sole factor for the low morale within the department. There are frequent loud, verbal disgareements often overheard by all resulting in his need to be right. The fights often stem from subordinate suggestions on doing something differently to improve the work-place or procedure, but the leadership inability to evaluate and appreciate new or innovative ideas often results in loud verbal disagreements.

I will explain to the crew why am i taking all the actions that i have taken. But this CO won't explain to his crew.

FIRE THE CO. BRING IN SOMEONE WHO REALLY CARES FOR THE CREW. THE CREW CHEERED WHEN (b) (6), (b) (5) LEFT THE SAME WAY BOSTON WOULD CHEER IF TOM BRADY RETIRED FROM NEW ENGLAND. HE WILL BE MISSED BUT HE WILL ALWAYS BE LOVED. (b) (6), (b) (5) DOES NOT HAVE THAT BECAUSE HE DOES NOT CARE ABOUT THIS COMMAND.

I would right the discrimination that has been bothering me since I first got to this command. I don't hate the people in my department most days, i just want to be friendly and to get my job done. I try hard to help people and it makes me so happy when I can, but I always feel like the other shoe is about to drop whenever I check back in with my chiefs

Get a new CO.

When you are done with work, you are done with work so long as you don't have duty. If you and the rest of your workcenter is done with all of the work assigned for that day, the rest of the day is yours.

Loosen the reigns and let the crew surprise you. Let's see how we do when ATG comes aboard before we go about changing things. You don't need to fix what isn't broken.

I would reestablish the punishments awarded to sailors due to the fact that the punishments cannot always be carried out when differences such as gender come into play.

i do not know

1) RECONFIGURE THE ENTIRE 3M PROGRAM 2) I WOULD GIVE BACK (b) (6), (b) (5) RANK OF ET2 AND LET HIM KEEP HIS SHORE DUTY ORDERS TO ITALY AFTER HAVING SERVED 5 HONORABLE YEARS ONBOARD SHILOH BECAUSE HE DESERVES IT REGARDLESS OF A PETTY CURFEW VIOLATION, (b) (6), (b) (5) RUINED HIS LIFE OVER A CURFEW VIOLATION. IS THAT HOW WE TREAT OUR GUYS BY CRUCIFYING THEM, IS THAT HOW WE ARE GOING TO HANDLE A MISTAKE, TO SOMEONE WHOSE A REAL ASSETT TO THE NAVY??? I'M SICKENED. I WANT NO PART OF THIS ORGANIZATION BECAUSE WHAT WILL HAPPEN WHEN I MESS UP? WE'RE HUMAN C'MON. A CURFEW VIOLATION. SOMEONE NEEDS TO WRITE NAVY TIMES. THIS IS ABSURD! 3) LET US KNOW THAT WE ARE ACTUALLY WORTH A DAMN, LOOK OUT FOR US, SUPPORT US, HANDLE EVERYTHING AT THE LOWEST LEVEL POSSIBLE. I DON'T KNOW WHAT THIS ORGANIZATION IS ABOUT THESE DAYS, I CANT PUT A FINGER ON IT. (b) (6), (b) (5) GENUINELY CARED ABOUT US. WE KNEW IT. WE FELT IT. THIS CAPT HAS DONE NOTHING BUT DESTROY OUR MORALE, CRUCIFY SAILORS, AND MAKE US MISERABLE. IS THAT LDRSHIP?

ESWS. There is no incentive to complete ESWS in a timely manner, only the threat of EMI. The test and notes provided are antiquated, with constant holes being found and ignored. Training provided is spotty and ineffecient. I have attend scheduled ESWS training several classes onboard, only to have no instuctor show up. Those who are ESWS qualified, are uncertain of what there particular department covers in the books. I have asked several individuals to sign-off on the Chain of Command, to no avail.

i would try to ease the fear of the command by having concrete evidence to support all these changes. present it to the command no political correctness just truth. nothing to let the "rumor mill" begin about. if i decide to change something it would be the way info is disseminated. cold hard facts and nothing more.

I was unable to complete this survey further due to time constraints.

Communication or taking responsibility for your own actions. As soon as you hit E6 they just dump their problems on the sailor below them. I feel that no matter your rank we are here to do a job. its okay to get your hands dirty. if you feel you are to old and dont wanna work then get out.

The morale at the command is so low right now that I would recommend that the senior leadership at the command reconsider their leadership styles, or face a crew that will never give their best efforts.

Seriously cannot begin to stress enough how frustrating it is to be segregated with liberty cards and whether being off the streets means hpa or whether if it can include a house of a friend or hotel. The only difference should be whether or not they have a room and can stay in a place other than the ship.

As stated previously ESWS prerequisites and passing a first class board takes time. During that time E-4 and below should have ample time to learn to act responsibly with locals and also to be able to show maturity in making sure they are back on the ship before liberty expires. Use a liberty log or I.D. scanner. Once they have passed a first class board allow them to get an hpa and the ability to stay in a hotel or other military personnel's home. This promotes trust and encourages people to be responsible in making sure they comply with the liberty policy while experiencing Japan in a more engaging and satisfying way.

MWR needs to make a presence and provide good alternatives for liberty, and the leadership needs to provide the crew an opportunity to utilize it. we are in japan and so far my "tourism" of this country includes the Honch. i work late only to find my son is in bed and my wife and daughter waited all day for me to get back so we can go out as a family. well that hasn't really happened yet.

I WOULD ASK THE CAPTAIN TO STOP HUNTING DOWN SAILORS ON RIDICULOUS ACCOUNTS

COMMUNICATION NEEDS TO BE IMPROVED. EXPECTATIONS NEED TO BE SET AT LEAST IN A BALL PARK. IT WILL HELP IN LETTING US KNOW THAT WE ARE NOT ALL JACKED UP.

I would request that the other 0-6's on the waterfront to sit down with (b) (6), (b) (5) and explain the Tempo differences between the EAST COAST and Japan, and suggest ways that he can better adapt to the change...otherwise the crew suffers and morale goes even lower than it is now, and then mental issues arise throughout the crew.

Bring back (b) (6), (b) (5).

I would give the chiefs mess more power. I think a lot of the discipline process can be handeled at the DRP level. In the military we talk about slowing problems at the lowest level and it seems like alot of the chiefs mess ability to do the job has been taken away.

CONT FROM BLOCK 2. So, I am just requesting that someone pull him aside and let him know that he needs to start showing some trust towards his entire ship, ease off the micro-managing and give power back to the Dept Heads, Divos and CPO's. His ship is fully capable of exceeding all goals, he will still get the credit and an MSM when he transfers, he just needs to trust his people. I also challenge the CoC outside of the ship to monitor OTEIP requests, re-enlistment and advancement rates as compared to the last 36 months or so. I am willing to bet numbers will start dropping and (b) (6), (b) (5) will be the cause. The sense of accomplishment and the motivation to come to work is down. The crew is watching the clock hoping to make it to the end of the work day without getting in trouble, even for honest mistakes, they are nervous to step out of line for any discrepancy, however minute, and things are looking like they will get worse before they get better.

Let dept heads handle their depts with more power so issues could be dealt with more swiftly

Stop trying to be a hero and let your Chiefs and Officers have some pride and ownership of their Department.

Have an expectation for the crew. There is no expecatation right now. People are doing their duties but questioning themselves because they are afraid.

do not put all the work on me. we need team work. stop call my name in every second.

Communication needs to be worked on.

liberty expiration need to go back to 7 or later would help us a lot may be i can eat breakfast again if i have the first moow

Use the proper chain of command and give out proper work lists.

Go back to normal working hours

Find a solid schedule. Stop changing times every freaking week for muster and/or quarters. Then when somebody dosent show up at the right time they are threatened to go to mast and they are sent to DRB for being UA to quarters that wasnt at the same time last week. In my opinion we need to cut this battle rhythm crap out and stick with the old schedule. 0700 liberty expire, 0730 quarters, etc.

Communication. Communication. Communication.

Either a) Straighten out the CO  
b) Get another competent CO

Stop favoritism.

Trust your technician's. Allow them the time to work, perform the maintenance, troubleshoot and correct. That's what they exist for. As a whole the ship should perform together. Division's need to work together instead of the too often blow off that happens when asking for help.

Trust your people, we are all here to perform

To relieve all leadership and start fresh

Relieve the captain

Commanding officer relief and help from the 7 th fleet to regain the morale we once had

THE CHIEF'S TAKE BACK THE HELM!

A better captain that honestly cares for his crew and their morale. Simple as that.

NO ONE IS HAVING FUN (top to bottom), there is not any one thing that will solve it. The culture has changed and only time will tell.

Improve the navy's supply system. It should not take 1 year to get time of day batteries that are in the civilian world just plain old watch batteries you can buy at a walmart. It also should not take 1 year to obtain specific gloves required for maintenance.

I would make liberty expiration 0700 and would allow divisions to make thier own schedule when it comes to PT.

Have a actual plan or work list for the day.

The biggest issue with this command is the CO and the XO. They are a perfect storm of micromanagement, incompetence, a lack of trust, and unnecessary stress.

Fix the plan of the day. Have a solid plan and stick to it. Quit moving the goal post and shifting gears all the time and enable the crew to get into a routine.

The lack of trust in our Sailors and warped C2 structure that is degrading our morale and detracting from our warfighting readiness. A presumption of trust, until it is broken, is the only way we can realize the ideals of the CWC construct and prevail in a C2D2E environment.

Lighten the administrative burden, and cement the schedule to be the same each day (with regards to daily events like quarters), preferably back to the old schedule with 0700 liberty expieration and 2-hour individual PT time.

Stop changing the schedule. Publish a plan and set the expectation, and then stick with it. Emergent tasking is one thing; changing the schedule to create the optic of business is another.

Stop cramming the day with meetings and inefficiencies.

get a new CO.

"Maturity is directly proportionate to a members paygrade" I hate that with a passion. Im a 29 year old E-4 who spent time after high school to continue education and mature before the navy. Because we all know that civilian maturity and navy maturity are on two different levels. Yes i am considered young as far as my time in the navy but dont treat me like some stupid kid who didnt do anything after high school. You mean to tell me a Naval academy grad who is 23/24 years old deserves better liberty than me. Bullshit, but that is a fight that i will never win and will just have to accept.

Major in the majors and minor in the minors. I believe we try to do too much and that causes overload, unnecessary stress, and items/work gets dropped (not intentionally or from malice, but from overload). What's important and what's vital, what has to be done? That's where I believe our focus should be. You can't chase two rabbits, because you won't catch either one.

I believe the blue card program has been made too difficult to achieve, and the ability to get away from the ship is a major stress relieving factor. Just being able to relax somewhere that isn't the barge or the ship in a private place may help some tremendously and keep others from places like the honch.

Communication

4. Are the standards of conduct expected of E6 & below also applied to Officers? To Chiefs? If different, how?

N/A

I believe everyone is held to the same standard, but I only see E-6 and below being openly punished for their wrongdoings. However, it could be that E-7 and above have just not done anything.

I believe they are.

NO! an enlisted member can get in trouble for one thing but then an officer does the same exact thing and it gets brushed under the rug. Maybe that was the case with the last captain but i hopoe that is not the case with the new one. Seen that situation too many times and its something that i cannot stand from the Dept head level.

No.

Absolutely.

I cna't speak to the Mess...but they are not applied to Officers. Fraternization that would never be accepted in the Enlisted community has been ignored at this command since I've been here. Only a few department heads seem to hold their DIVOs to account. Professionally speaking, the laziness, arrogance, and incompetence of many JOs utterly surpasses belief. Our accession programs need to do a round turn on the folks we pick to lead Sailors. Short of that, I implore the upper chain, the Senior Watch Officer, and the Department Heads to crack the whip.

Yes.

Yes.

NO this is a joke to even ask

Yes



I feel that lower ranked personnel are treated far worse than those with higher rank. An ari to an officer feels like a slap on the wrist, while an ari for a sr is like being shot in the chest with an anti air gun.

Yes, but Khaki's are expected to work more, where a lot of them have put as much time as anyone on board and need a break just like the next guy

When a blue shirt gets in trouble, even for something small, they're punished to the fullest extent possible. When a kaki does something it's swept under the rug. Officers and chiefs can get away with anything but an enlisted sailor does something and it's the end of the world, they're a menace, a terrible person and they deserve the biggest punishment. The standards of conduct are not applied to Officers and chiefs, they must have their own special rules that they can abide to if they feel like it.

No, The officers do not seem to be held to the same standard as the rest of the crew. The JO's are out of control.

Officers can get away with anything most of them are in there early twenties just like the enlisted yet remarkably never have I seen one go to mast even though there behavior is childish and in many cases worse than enlisted but covered up in the wardroom Chiefs can get away with anything that's expected but these officer kids that are not worthy of salutes never mind any form of leadership role are an embarrassment to the United States Military and would not succeed at McDonalds never mind in another branch

Yes: but commanding officer unfair treatment goes throughout

An officer or chief is expected not to mess up period. However, officers and chiefs are treated differently from E-6 and below. Again, the trust is not there. How will the command gain the motivation of the E-6 and below if the ones running the show are not motivated?

AS FAR AS LIBERTY AND OFF DUTY TIMES, NO. E7 AND ABOVE, AND OFFICERS DO NOT HAVE A CURFEW, MANY OF THE LIBERTY INCIDENTS HAPPENENIG HAVE BEEN E4 AND BELOW (THE PEOPLE WITH A CERFEW) AND THE ONLY REASON THEY WERE AN INCIDENT WAS THE FACT THAT THE PERSON WAS OUT PAST CURFEW.

Not sure. Transparency only applies to conduct when it's E6 or below. When something happens at the E6 or below level everyone knows and it's paraded around as an example. Beyond that, I have no knowledge.

Not that I can see.

The Standards are the same, make a mistake and you will regret it

I do not feel it is different.

Negative. Ive experienced personally an E4 being late for quarters and being given a counseling chit and having their HPA taken from them. Yet a first class is late on a different day and he runs to admin to have the muster report changed. And he was later than the junior sailor. The whole Navy is corrupt

N/A

They are different because of the standard e-7 and above hold themselves.

Yes

It doesn't appear equal. Lately it seems E-5 and below are punching bags taking a beating when the E-6 and above sit out the barge and do 'paperwork'. Get the khakis on the ship to do some work every now and then.

E6 below make mistake-DRB NJP 30days, 45days or kick out from navy. Chief will drop to E6 or below. Officers will no more over night. this is so fair.

I would think so but not sure.

Officers and Chiefs are held to higher standards and they are miserable, abused, angry and stressed out.

NO. THE E6 AND BELOW ARE HELD TO MUCH HIGHER STANDARDS THAN THE OFFICERS.

not at all, you may hear of a officer or a chief who make mistakes like the rest of us or you could catch them yourself but if reported you wont hear of puishment.

No

See comments in previous blocks.

No, not at all. The incidents that get a seaman or petty officer torn apart are swept under the rug for officers. A 24 year old ensign is given more respect/leeway than a 28 year old E-5. They act like fools in foreign ports because they know they're safe.

OF COURSE NOT, Enlisted (E-6 and below) are punished for being late, the captain thinking that they should have certain PPE, which is not actually required, or anything thing else that is minor... but we can watch officers walking on board LATE in civilian clothes, while we are all standing outside at all hands call but no letter of reprimand is given to them. I know what you will say a letter of reprimand is SERIOUS, well NJP is serious especially when most of the people that have been sent to the BRIG had aspirations of becoming officers or applying to some sort of commissioning program which was just taken away by NJP (since most programs will not let you apply if you have an NJP, or (b) (6), (b) (5) lesson on being late by spending 3 days on bread and water within the past 3 years).

YES

HOW CAN I KNOW? I'M NOT A CHIEF.

from my point of view, yes.

No, higher ups have gotten away with more. Incidents have been swept under the rug for many chiefs and officers

Yes, standards of conduct expected of E6 and below are applied to chiefs and officers.

Some not all E6 and Above are to me "paper pushers" stand around just barking orders which i agree with some sailors need their hands held. but as needed. if the work is getting done may not be as fast as they want but if it the right way and not gundecking then they should look at that.

I was unable to complete this survey further due to time constraints.

In certain ways yes and no. I think because Chiefs are the "back one of the navy they get away with more stuff. I've seen more officers punished on this ship just like enlisted more then chiefs

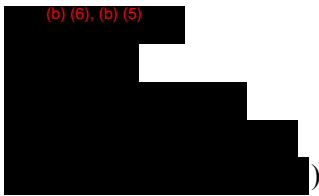
no they are the same but i do feel as if the issues are handled more internally than anything else. not that somethings shouldn't but i do believe if we had more info on the infractions we would have a better understandings of the consequences awarded to the individual.

yes

There is a double standard. E-6 and below can be a vulgar as they want. Chiefs and officers are understandably held to a higher standard.

I can't really answer this question but I want to give some very well deserved recognition to some outstanding leadership, whom these individuals I have the utmost respect for. These are the kind of leaders the navy needs more of. If I worked for these leaders longer I may, just may, have considered re-enlistment a lot harder because CHAIN-OF-COMMAND IS EVERYTHING.

(b) (6), (b) (5)



i do not know

No comment

No. I mean really???? What kind of question is this? A chief or an officer gets in trouble and its dealt with privately at the lowest level. an E-3 get's in trouble and it's reduction in rate and bread and water. It doesn't matter if that sailors whole chain of command sings his praise and he has no history of infractions. The chain of command will be ignored and that sailors career will be negatively altered, affecting his attitude on the job and command retention as a whole.

On paper, yes. In actuality, I'm not certain.

Mostly, yes. I would say that Chiefs (much more so than officers) will cover for each other and are much less likely to report one another for wrongdoing or to call them out on an error. It is percieved (not just by me) that many of them will cover for one another to avoid any form of reprimand for actions taken.

YES.

No it's not. It just seems that the CO has it out for the Chiefs and below. Micro-manging every single program. Trust your sailors you have a good crew.

NO, a few officers on my ship in a liberty port did somethings that would have cost an enlisted person mast and reduction of rank. The entire crew was suset about this and many people brought it up. The old CO even brought it up on the 1MC underway, yet I guess the command forgot about it beacuse as always nothing was done. I'm not sure if it was because they were an officer or if it was because they were a female.

No, officers could get away with murder probably.

We all are treated like kids with no control over anything

If i were to rate the hierarchy of personnel here I would say Chiefs and below no longer matter. If you are any enlisted person you have to follow rules strictly but if your an officer you won't get punished. I feel like I'm in prison and the officers are the guards abusing their power. I would compare it to me being a inmate being beat with a whip everyday until I finally pass out which would me going home late at the end of the day.

I feel like junior enlisted are known to be the ones who always mess up so the focus is always on us. Officers and Chiefs are not really looked at for any mistkaes they may be making.

Idk

No. It seems that enlisted personel get burned at the steak when their conduct isn't within standards as the officers wrong doings are just sweapt under the rug and never brought up again.

A lot of times it comes down to hearing someone out and listening to their side and taking their word for it. A SN or FN will never be heard out to the same degree a O-whatever or E-7 and above would.

No they are not. Relationships is one thing that has not been fair. We have had widely publicized relationships on board in the E6 and below ranks, but also the officers. We have seen married department heads and Ensigns holding hands on liberty in foreign ports, We have seen (b) (6), (b) (5) in foreign ports. ENS's having to be carried back to the ship after a night of drinking with no liberty buddies. If any of these things happened in the E-6 and below ranks, there would be no career left for that sailor. One of these Dept. Heads screened for command too. I wonder how many other ENS he'll get to run around on liberty with before something happens. We don't police that, but we are concerned about good order and discipline when it comes to single E6 and below. That is Hypocrisy of the highest order! I guess as long as the female officers keep "paying their dues" it'll all be ok.

yes, they are as expected.

Officers can definitely get away with more stuff then any enlisted person can. There has been multiple occasions where Officers got caught up in a liberty incident and barely received any punishment for it, however, if it was a enlisted person in the same exact situation I guarantee that enlisted person would have received a harsher punishment.

5. **In what ways are you not treated fairly?**

My rate is not favored so anybody in my division might not get the recognition they deserve

Feel Be-littled.

Its not even worth answering this question. Lets just make sure we enforce standards equally across the board and we reward performance and not kiss asses or the people that help push our agenda's. The best way to predict future actions is past performance. Stop letting simple things turn into disasters to promote a false narrative. Why is this person in charge of this program? What makes them qualified to do this? Have they had school? Has their performance warranted an increase in responsibility / Authority? These are questions that should be asked. I just wonder are they being asked.

We're all in the same boat for the most part.

Black Sailors use the "N" word a lot. They take care of each other and I am wrong, because I am white and there are more of them than me.

Not open to speak on it

As a junior enlisted my only complaint is not having a voice about what is right or wrong. This survey was made to allow us to voice are complaints yet we received two days off, people couldnt even open the email once it was sent out and they survey was only a weak long. I seriously doubt are complaints are going to be heard or taken as seriously with the amount of people that are accuactly going to complete this survey.

Respect

Me personnally as an E5 i am treated fairly because of the time I had on this specific ship passes everyone in my department. How ever like I has before new female sailors in the navy get to benefit to similar treatment because of sex. while the real hard working sailors are still trying to make it.

My ideas and ways of doing business are not appreciated or welcome in any way. If I can not complete my tasks exactly the way he would do it in his own way, then I am chastised and ridiculed for doing something differently with the same outcome. He never gives hard deadlines for managing expectations. Tasks are either needed in a "few days" or "due yesterday" with no communication on when specifically he wants products finished. When I have asked for a hard deadline, he says "a few days" then belittles me for having to ask and not being proactive enough to accomplish the task without a deadline. This leads to complete micro-management and lack of creativity when solving new problems. I am not motivated to complete my work, as I know he feels he has to complete at least half of it himself for a project to be adequately completed. He belittles me more than others due to the level of integration of our roles and our frequent interactions. I am seen as an easy target for venting frustration.

Since there is no option of anything else I would like to say. I will make this box a misc.

No one's perfect not sure what your previous commands you have had but you are in a good one. (b) (6), (b) (5) left with the crew loving him. Do you share your house problems? Why share our small issues with other ships or commands. The reason (b) (6), (b) (5) said there was no issues cause he knew how to keep his house problems within the ship. One thing I do believe you came and took over an all star team. Since you want to show off you share our basic issues with other commands. Don't say (b) (6), (b) (5) was lying to us. He was not he was leading us in the right direction what a leader is required to do. Get off the reverse gear and put your 1st gear on and show us how can we believe in you.

Then you give the crew time off during the CMEQ survey for Junior sailors to forget to conduct the survey.

WE HAVE NO VALUE. I JUST WISH PPL SAW US AS THE FAMILY WE USED TO BE. IT USED TO BE SO EASY TO WORK HERE. THAT'S WHY I STAYED HERE. NOW I WANT TO LEAVE.-V/R (b) (6), (b) (5)

I've already listed them in previous comment sections, but I'll summarize:

1. Deliberately excluded from social activities and gatherings.
2. Insulted for what is (apparently) perceived as laziness
3. Made to account for my work activities in front of my peers (mockingly).
4. Told that I am undeserving of my rate and rank.
5. When new personnel arrived at our command, my leadership pulled strings to get our two newest E2 & E3 barracks rooms a day after they got here. I had to apply my blue card package and received no aid from my department in anything other than getting it routed up the chain. It took 4 months and I worked hard to earn what I had. It was entirely unfair that other personnel receive the same privilege for nothing when I have to leap through hoops to acquire the same rewards.

As I mentioned before, I think a sailor getting sent to the brig for being late to work is ridiculously unfair. And having a CO who knows his crew doesn't like him try and get on the crew's good side conveniently right before the time to complete this survey ends. I do not appreciate taking part in a power drunk mind game.

Under (b) (6), (b) (5) there seemed to be this weird favoritism towards Navigation and especially engineering departments.

No comment



It is my personal belief that morale has been greatly effected onboard USS Shiloh since our change of command. I hear talk among the ships force and deckplate leadership which leads me to believe that our new commanding officer is unintentionally breeding a command climate of fear mistrust through his recent nonjudicial punishments. People who i've talked to are claiming to be afraid to do and sign for maintenance for fear of being severely punished for simple mistakes that anyone could make unintentionally. I believe that someone should not go up to DRB or XOI for simple mistakes but counceled on a lower level, positively encouraged to not make them again and to learn from their mistakes. We are only human. I do beleive that our Commanding Officer has our best interest at heart, but it is getting harder and harder to put my faith in that rationale after seeing first hand people sent to the brig for minor to moderate offenses.

i get the same assiments as the same ranking personel in my division and the respect

I can address one sure thing that isn't fair. How is it that in the Navy that if you are good at your job you get rewarded with more work where as if you aren't good at your job, you can't do the most basic of your job, you get rewarded with less work and less responsibility?

I'm not treated fairly because I used to get screamed at over the slightest of things. I had an emotionally driven leader who was very bi-polar in nature. It was a destructive work environment.

Slurs, derogatory comments and jokes, epithets, and bastardizing my name to make me a source of undue and unwanted attention.

i dont believe i have been treated unfairly.

I was unable to complete this survey further due to time constraints.

Honestly not to worried about that. I feel like all me and my junior shipmates are handed about the same amount of work. Is there people that slack off? of course that is going to be everywhere. The one thing that i wish is that those people will get caught and not be able to take credit for what they right on paper. But whatever as long as things change as a whole for me and my command/division and everyone is happy im okay with the slackers i guess.

The senior leadership at the command does not trust anyone to do their job. Everyone is micromanaged, especially the junior officers. The senior leadership in the command does not respect, or have any confidence in the junior officers, and because of this they will never see them perform at the level they desire.

I DON'T GET A LOT OF FOOD ON THE MESS LINES.

IT REALLY DOES NOT MATTER. THERE IS A JOB TO DO BY ANY MEANS POSSIBLE.

same offence but different punishment .male being sent to the brig , females gets restricted to the ship. Proper research should have been conducted before assigning punishment .

Training; not being sent to schools (this command acts as a gatekeeper to schools instead of taking the career aspirations of its Sailors in to account) Shiloh is not the only ship in the navy and the Sailors are not going to stay on Shiloh for their entire career so why are we denying schools to Sailors that want to better themselves and their marketable skills within the Navy?

Anymore, the dichotomy of the officer to the enlisted is outdated. There are many officers that are inferior in every way to a 2 year seaman, but are given exception because they went to college. Many enlisted sailors also possess 4 year degrees but are expected to kowtow to a collar device.

See comments in previous blocks.

I had a private family issue that I rather kept in disclsure and i had to eventually speak of it. I gave the minimum amount of informantion since its my persoanl life. After i did that i had had khaki leadership say that i was lying and used it to escape a punishment. Because they didnt get what they wanted they pushed to see that i recieve some trouble anyway. i chose to talk to a base chaplain where it was a safe enironment instead of a cut throat one like what i saw on board.

is there have fair? where is it?

yes

I am not treated fairly because of the way my chain of command treats me differently then how other divisions are treated.

N/A

There are times when I am expected to read minds. However, I try to mitigate this by repeatedly asking questions until I have clarification.

I am not treated fairly because I constantly am stressed out over the fact that I might get into trouble I have threats of loosing rank and everything I have worked for loom above my head every day I come into work and I am pretty sure our captain doesnt have too worry about that every day

Tasked with trivial and demeaning things that someone else is more qualified to do. Also, the way I am treated due to a difference in race.

I wouldn't say I've been not treated fairly but the general consensus is that if liberty is put down why I continually get tasking after it is said so for non-emergency or critical situations. I'm often not told something needs to get done for myself or the division until 1630-1700 then it's expected to be done right then and there. Again, it's not by definition treated unfairly.

command decisions should apply to the whole command and not a specific group only

Just help the command the commanding has ruined the huge best command image that we had held with the new policy that he has tried to create.

Commanding officer relief command regain morale and less demoralizing the crew aspect to continue to work

I personally have not experienced a time where I felt I was treated unfairly.

Picking up the slack of others

Lower ranks are automatically incorrect in a sn versus first class situation.

I believe we are have created an environment of equality and no such issues exist currently onboard.

we arent treated equal the rules are different for e-6 and below e-7 and above dont have to follow them.

I am treated fairly by everyone except for the CO and the XO. In one moment they tell me I'm an idiot and in the next they expect me to work tirelessly on their behalf. They micromanage me, put me in unnecessarily stressful situations because of their ineffective planning, and insult me with their skewed ideas and lack of trust. If anything, the one somewhat-good thing they are doing is uniting the entire crew, department heads and down, against them.

Prefer not to say

I am treated fairly. My Sailors are not and my colleagues are not. That bothers me for the future of our Navy and our Country.

N/A.

I am treated fairly.

There is no personal mistreatment.

N/A

## Appendix C: Written Comments from Your Organization

NOTE: The answers appear exactly as they were written on the survey:

### Organizational Effectiveness Section Comments

Currently, I do not believe we have organizational effectiveness. We spend more time in meetings trying to develop a DSRA battle rhythm than actually getting the job done. They scold our sailors for not being able to accomplish maintenance at the same time telling them they must get it done and expecting them not to take shortcuts. Also, I think certain COCs are being submissive and not understanding their role as leaders and blindly following others to improve their standing. They can agree but at times it's not about obtaining a brown nose; it's stating facts and being the go-between and representative for your mess, not a little boy trying to impress daddy. Also, it is very hard to meet expectations when they are not clearly established. Change is hard to obtain when there is none.

I believe that as a ship we are effective. From the outside it seems we are a well-organized ship but from the inside there is so much confusion over day-to-day tasks and last-minute changes that have nothing to do with the mission.

I as an enlisted member feel that as a whole the navy or my command could do better if there were more trust. If we as sailors worked as a team instead of trying to throw people under the bus to try and get ahead. All these programs look great on paper but I feel like they don't actually help.

I understand that we have new leadership at the command, and we are in a new environment being in dry dock, but the organization of our day-to-day work schedule is extremely poor. It is a struggle to get actual work done in the current environment of meetings after meetings, and being tasked with menial administrative work only worsens the issue.

First and foremost would like to go over positive things from our command:

- We do a good job reaching out to prospective gains and helping them prepare for Japan
- We do our best to promote positive interactions with Japanese nationals.
- Strong sense of pride in our command as a whole.

Negatives:

- White card blue card program. We have so many incentives for positive behavior without segregating E-4's and below. E-4's pre-requisites and also the passing of at least first class boards should be enough motivation and allow enough time for lower enlisted to show maturity and responsibility for UHFA.
- Disciplinary chain. In the past month we have escalated our chain of disciplinary action. Instead of attempting to resolve issues at the lowest level possible and promote restitution for wrongdoings our CO enjoys becoming personally involved in every issue and giving maximum punishments.
- We were promised early days but despite coming in early we still get out late and later than before.

The overall effectiveness of the leadership feels rather inconsistent. the constant changes to the schedule, the lack of effective planning, and what feels like constant peacocking between leadership, gives me the impression of an overall fragmented leadership. it doesn't help when the grumblings of the crew about the last CO changed to the grumblings of the new CO, either. there also seems like there is a lack of solidarity, with leadership, including the first classes within a division, resulting in both ineffective planning and use of manpower. I find it rather alarming when i have to wonder when i might be able to call it a day when the work that we do is merely correcting the mistakes of the leadership from the day before. doing the same job twice becomes rather irritating and leaves me to wonder who or what is responsible, and causes me to lose faith in the leadership as a whole.

POOR. THE COMMAND HAS BEEN COMPLETED OBLIERATED EVER SINCE THE CHANGE OF COMMAND AND IT IS CLEARLY EVIDENT THAT ONLY ONE PERSON MAKES DECISIONS IN THIS COMMAND AND DOES NOT INCOPORATE THE IDEAS OF THE WARDROOM, CPO MESS, OR TRIAD. IT HAS BECOME A ONE MAN SHOW.

Its pretty hard to lead JR sailor when they see the leaders more senior to them are affraid of leading themselves. The command is leading by fear.

INFORMATION IS NOT ALWAYS CLEAR AND MANY THINGS IN OUR CONTROL ARE JUST THROWN TOGETHER. THERE IS A LOT OF PLANNING GOING ON AND LITTLE EXECUTION THAT ACTUALLY REFLECTS THE PLAN. WE ARE ALWAYS GUESSING OR IMPROVISING AS WE GO.

A lot of confusion and disbelief (especially at the Khaki level) due to recent changes (some good and some bad), but will have to wait and see if it is for the better. Because of the confusion at the Khaki level and the changing of the command climate, a lot of enlisted Sailors (Junior Sailors) have "shut down" (hear, speak and see no evil) which will make it difficult on the leadership to gain their trust back, because they are afraid to speak out, which will make it extremely hard to identify issues. Numerous Junior Sailors are straight up afraid to do anything or go anywhere (go out on town, walk around and see Japan for example) because they are afraid of getting in trouble for any reason. The leadership is going to have a very hard time with the crew in the current climate.

The transferring of information between upper and lower chain of command or between divisions is not very good. An example of this is if sn timmy was in charge of sending classified material to another location, but left for leave halfway between completing documents required to ship said classified material, we would have to wait until sn timmy came back from leave to have the task complete because only he has access to said documents on his personal e-mail, rather than a specific divisional role e-mail for said task.

Secondly, e-mails forwarding could become better if we could send to specific duty sections (1 of 6, 2 of 3, 3 of 4), berthing residence (chief mess, supply berthing) or even between male and female crew members to forward information only to those applicable.

Our ship suffers from a lack to communication both up and down the chain of command. There are several factors that contribute to this including but not limited to lack of upper leadership examining how their decisions truly affect the lower ranks, from obtuse and short sighted scheduling of daily plans to the constant scramble that precedes major events. This can be remedied by providing the crew with more responsibility and accountability when it comes to their own scheduling. For example right now the command has pulled our schedule forward yet work still continues to end at about the same time, as a student and parent this is extremely detrimental to both areas of my life. I understand the new emphasis on physical readiness but policy should also take into account those who already manage their time effectively. The chain of command was aware of this fact but failed to speak up and let the schedule be moved around ineffectively.

Currently onboard USS Shiloh the crew is worn out and demotivated due to the constant changes it happens so frequently that we the crew have started calling it "new rule monday". Stress onboard has risen since we have been in DSRA this year due to living arrangements such as YRB-36 is too small for duty sections while the other half of the crew lives onboard APL-40 where there have been complaints about the smell and how hot the berthings are, also other reasons such as working on the ship with no A/C due to dry dock in black flag conditions. Recently we have had a lot of svm go to DRB, XOI, and CAPT mast some for legitimate reasons some not and in some cases the chain of command didn't help the sailor even said he was a liar a terrible worker when in actuality this sailor is a hardworker i believe sailors onboard are being cheated and mistreated here. Sailors onboard are worried stressed out and don't want to do anything cause they're scared they might be next to go to mast and lose rank.

The organization effectiveness from the top down, seems out of sync. It seems that there are always changes, unexpected and it causes chaos and confusion among the ranks. I feel like the leadership within the command is not on the same page, also it is apparent that leadership has no backbone. The commanding Officer has his expectation and vision, which is strictly enforced, however at the expense of the Sailor morale and out of fear. I often see and hear throughout the deck plates that people are scared to complete simple task or any maintenance, due to intense scrutiny and micro-management. The fear is felt from the top down. It amazes me, in all my time in the Navy and operating in 7th fleet, I have never seen such discontent from the crew to the command leadership. In the last month there has been over 6 mast cases and over 6 DRB for issues that have been taken out of the immediate chain of command. The climate here onboard has been very negative and people are ready to leave.

The upper leadership of the command believes the command is ineffective and broken. I don't know where the CO and XO get this idea. (b) (6), (b) (5). He does not communicate effectively, accomplish any of his tasks, inspire anyone to do their jobs better, or add any value whatsoever. All of the members of the command have written him off completely. He routinely sits on correspondence and tasks until the last minute. At that point, he panics and assigns his duties to a random subordinate. As far as the CO goes, he is destroying the command climate. I can't figure out his motivations. He talks extensively about caring about people, but seems like he's out to get everyone. He is rude and condescending. He routinely shirks his responsibilities as a warfare commander and seems more focused on scheduling superfluous meetings with the crew to "meet and greet" them. These meetings are a political ploy. No one feels like he actually cares about us.

Not effective. The schedule remains in flux when there is no need, routine things that are supposed to occur everyday are a constant challenge to accomplish. Decisions are made from the higher ups in a vacuum without input from other khakis. When input is given, it is often disregarded. It is not uncommon for a smooth plan to be briefed, then last minute unnecessary changes are made to throw a wrench in things. Change for the sake of change is ever present. Ineffective leadership abounds through an air of negativity and distrust. Decisions are made with the intent of boosting morale, but inadequate planning leads to said decisions having the opposite effect due to only a small portion of the crew actually getting to benefit. Key people in critical positions are indecisive to the point of it being crippling. It seems as if it's a leadership laboratory and we are still trying to figure out the special formula to lead as opposed to using previous lessons and trusted formulas of success.

Our organization's effectiveness has been substantially impaired by a change of command climate from one that focused on operational excellence to one focused primarily on meeting administrative criteria for task accomplishment. A poisonous environment of persecution has caused the majority of technicians and supervisors to orient themselves away from warfighting readiness and towards a primarily defensive mindset focused on keeping Sailors out of DRB. This may help our senior leadership meet their career wickets, but it is not the right thing to do by our mission, our Sailors, or our country.

Much of the work handed down from the command seems superfluous. The additional administrative burden put on divisions in the name of "accountability" greatly diminishes the amount of time on hand to ensure the accomplishment of jobs already accounted for in the CSMP.

I feel as though we cannot plan 24 hours in advance, which then makes it difficult to project out and plan even farther. To expound: we make a plan, but the plan keeps changing. Deadlines keep shifting to the left (earlier) with little-to-no warning. I answered "yes" to being exhausted because we change the schedules (POD, POW, so-called "battle rhythm") way too much. I feel higher leadership is too focused on little details that should be handled at the divisional level. I understand new CO's mean a new command climate, and this combined with being in drydock leads to a steep adjustment curve, but we need to find a way to level out--I started seeing improvement yesterday at khaki call when we started shooting down meetings that were not scheduled on the POW last week. We've only been in for a few weeks, and we have 6 more months; I worry about the sailors and their own health/exhaustion levels/morale as they cope with the constantly moving target that is our daily routine.

Our organizational effectiveness is in a downward spiral.

everyone is scared to do their job whether they are doing it the right way or wrong way. there's no common sense when tasking job, and it's always a one way conversation when you bring up something wrong with the task. it's always shut up and do it, even if it means that the task has to get done again on a later date, because the leadership did not want to hear any suggestions.

I believe we can do better. A lot of items that are passed down from the top begins the game of telephone. We sailors at the bottom of the chain tend to get a completely different word than the one that first started out. Communication starting from the top would increase effectiveness of this command.

command climate and morale has dropped significantly since the change of command in July. Maintenance personnel are hesitant to do maintenance because the CO follows a different set of rules and procedures than the old CO, and while both old and new procedures are correct and lawful, the harshest punitive measures were taken with no attempt at mediation or counseling. In the month he has been in command over 20 DRBs and 7 masts. the plan of the day is constantly changing and the chain of command expects the junior sailors to be flexible with it, while increasing the workload and shortening the workday because quarters does not start until 2 hours after liberty expires.

The chain of command does not communicate the work list effectively making the work stressful environment. Work is extended past normal working hours with no achievable or realistic goal. Information is not passed down properly or efficiently.

I feel like the ship as a whole is organized but when you break certain areas down the organization is not there. For instance the different groups when have on board i.e. CSADD, AHOC, and MWR. I know they are just extra activities, but when we expect at least one person from each division to represent said division in these groups we need to make sure these people are being held accountable for their involvement. Also maybe some better training for the Khakis who are running the group. Last minute things are very hard to plan and quite frankly very annoying when you have other priorities that need to take precedence.



No equal opportunity within the command , No fair judgment ,No confidence in my leadership

The organization cannot be effective when every Sailor is scared to make any decisions without fear of the entire UCMJ being thrown at them by the CO for any mistake that is made. Now we are forced to take extra wasted time for daily DRB's/CO's mast every week. So that the captain can make an example out of the person that has made a MINOR mistake, and he decided to reduce them in rank and send them to the BRIG for 3 days of bread and water? How can this organization operate effective when the entire crew is utterly afraid to make a mistake because they know their careers are over under (b) (6), (b) (5). I understand that he is use to the east coast Navy, but this Ship has been through so much in the last 2 years that EVERYONE IS WORN OUT and we need down time to prepare for the ridiculous UPTempo of 7th fleet. This Captain is heading down the road of suicides in his command if he keeps sending everyone eligible to the BRIG, continues to drive the crew day in and day out.

As a whole, Shiloh ran with efficiency and was considered the example amongst cruisers throughout the fleet. Since the arrival of the new captain, crew members are afraid to do maintenance out of fear of being told they're doing it wrong by a man who has never performed said maintenance. With this in mind, our mission effectiveness is sure to drop.

I marked "strongly disagree" under the question "The organization works together to help accomplish the mission?" because of one particular group within the organization who seems to always having problems with all the work centers on the ship. That organization is supply. Supply is consistantly unclear on the status of things like parts/supplies and materials that the work centers need in order to accomplish the mission. Everyone in the supply department always has a different answer for everything and it feels as if no one in supply knows what is going on. It's disappointing that I need to send multiple emails and see an LS to get anything done. Parts are often canceled with little or no explanation and if there is an explanation given, everyone in supply has a different story. They are hindering the ability for the ship to accomplish the mission. Work centers should not have to ANORS things like paper for layout. It is truly a disappointment that supply consistantly hinders the mission

With the change of command, and (b) (6), (b) (5) new policies, morale is at an all time low, and stress is high. The chief's mess has been rendered powerless in defending their lower enlisted, and the ship no longer functions cohesively as the new CO has assumed all duties and responsibilities of the XO, the CMC, and 3MC, rendering each unable to properly work freely and function at their own capacity. Within his first month as the new CO, there were 15 mastings, with the majority of males receiving 3 days bread and water and reduction in rate. I can say this new CO is a perfect example that any remnants of a smooth, practical, and functioning NAVY have been swept away in favor of personal professional gain.

I've been with this command since 2012 and my experience was amazing. I was told to not judge the navy by how your first command experience was. I worked hard everyday and made plenty of friends and memories. My professional career has flourished and im proud to say i worked hard for every award that i recieved and I had support from my department leadership fully. Everyone for the most part had plenty of chances to step up and shine for inspections, drills, and other events. Every department has a bad apple here and there but ENG always handles any situation in house and usually that sailor benefitted from the second chance or extra guidance that was handed out. AS of now this command has taken a complete 180. Leadership from all departments are starting to direct us in a more stern atmosphere not because of anything we've done but mostly fear from above. Sailors are stressed out because its more cut-throat and eyes are on you to make a mistake while working instead of encouragement.

ENVIRONMENT OF FEAR! I DO NOT FEEL I CAN EFFECTIVELY PERFORM MY JOB BECAUSE I AM SCARED TO GET IN TROUBLE FOR DOING IT. PEOPLE HAVE GONE TO MAST FOR THE SIMPLEST OF ITEMS. I NO LONGER FEEL THE COMMAND CARES ABOUT MY CAREER OR THAT OF MY FELLOW JUNIOR SHIPMATES.

Organizational effectiveness is lacking. Personnel who were running events/programs were fired and replaced by new personnel last minute leaving knowledge gaps of plans already in place. Engineering Officers have taken on the brunt of the DSRA coordination when they are already overworked and exhausted from their own tasks and do not have the emotional or mental capacity to grant equal focus across all departments. Due to increased administrative requirements, focus has been shifted from taking care of Sailors to hitting administrative wickets. The focus of current leadership seems to be that the entire command has been doing their job wrong, and we need to be fixed. SHILOH is a fine ship, with a great crew who has proven we can perform amazing feats in all warfighting areas and in the realm of maintenance. We have sent several stellar Sailors to Captains Mast and ruined multiple careers within the last month, and it kills me everyday wondering who could be next.

For duty section. If people who stand midnight watch, I hope they don't have to go to morning master just for half hour sweeper. Let's them get a little bit more nap time because they still need work whole next day.

#### POOR COMMUNICATION AND LACK OF COMMON SENSE-

Khaki leadership never seem to be on the same page. Throughout the day it is very likely I will receive different tasking from multiple sources. Resulting in scolding when something didn't get done. I have to cycle through who I'm going to listen to in an attempt to keep each leader happy.

Common sense has left this command. Too many times I will be doing something and have to ask myself "Is this the most effective way to do this?", 90% of the time it is not. The daily schedule is borderline insanity. It rarely makes sense and I have to attempt to make it work to get off work at a decent hour. Multiple things need to be revised and rethought such as: POD, PPE, Location of events.

The organization used to be very effective. Now everyone is afraid of caring for the equipment. My workcenter supervisor can flip page a check and write a beautiful description because he is afraid of missing something in a book outside of a mrc. we have to walk on egg shells everyday and I do not know if this is how it is supposed to be. I remember being told how great of a job I will have after being in the nav and it's become boring after a short time being in the navy.

I feel uncomfortable coming to work everyday. I feel like everyone from above the department head level is out to get me. I am to the point where I do not want to work and pretty much scared to do PMS. My division is the only one working late and even on days given off by the commanding officer. The command has taken a complete 180 degree change since the change of command. The ship has become less about the enlisted and more about the upper chain. It is to the point where CPOs have had a lot of power and responsibilities taken away from them. My Chief is no longer playing the role of chief and neither is my DIVO, it feels like they are just there. The punishments that have been given out recently have been high and right. If SN Timmy shows up for work 20 min late or gets into anything what anyone would call a minor incident they are sent to the brig and get the Command Bread and Water special. Overall I feel like I have no pride to say I am part of this command. I'm just a clockpuncher now.

The leadership is not giving out any guideline on what needs to be done or going on. We complete all our tasking for the day and do more work with no end in sight with no reward we have been promised thing by the leadership only to be lied to and to get hell at when we ask when can we leave and go home.

I believe the use of a chain of command is a lost art. Members are constantly skipping the chain of command because of lack of communication. Also, I do not believe in officers inspecting enlisted personal residences ie. barracks rooms. I believe the barracks is a place to temporarily escape work. Since as e-4 and below we are not allowed to buy houses, I do not believe it is fair for officers to inspect our rooms.

The communication in this command is probably the worst that I've seen during my time in the Navy. Leaders tend to wait until the very last second to tell people that they are suppose to be somewhere. I understand that things come up and are unavoidable, but this is a habit. Also I feel that our new "Battle Rhythm" is extreamly useless. I don't see the point of being here 30 mins earlier. It also deprives all of us the chance to utilize the base galley. The food over there is 20 times better tasting than what seems to be left over food on the barge. I truly enjoy having a CO that takes PT seriously and is into doing something to reduce the amount of fat people that are in the Navy. That type of culture leads to great success come PRT season.

The command's morale is really low. Even though we have gotten numerous fridays off and "fun" command activities I still believe it is low. Morale is low due to extreme consquences for what seem like minor infractions. Rumors around the deck plates are that my fellow shipmates are afraid to do simple tasks or maitenance. It is just not a happy place to be. It seems grim and emotionally and mentally draing to come to work.

Personally, I strongly dislike the way the captain came onboard handling things. Within the first month, many mast cases, many more DRB's and thats very scary. As a maintenance man, I do alot of maintanence. And once I noticed people being sent up to mast, getting bust down, sent to the brig, losing their HPA, that made me terrified to do PMS. I feel like Im only human, humans make mistakes. And if an EM happens to lose my tool issue receipt for electrical gloves or anything like that, im accused of gundecking and I lose everything Ive worked YEARS for. Im going to mast and my career is pretty much over with. The longer I stay on the Shiloh, the more im ready to seperate from the Navy. It gets worse.And its crazy because for us to have been the best ship on the waterfront, we are never treated as such. Just think about it.. Why do you think everyone is cancelling their OTEIPS..... Theyll lose everything if they continue to stay on this ship.

i feel like the crews moral has dropped due to the new co treating every member like they are a problem .the co has took all power from our chain of command there for not alowwing the chief to lead and take care of the junior sailors needs and preventing them to excel.The cmc is the prefomes excellent he helps all shiloh sailors with there every need and is also a great mentor and someone to look up to.the only problem i feel like the co is not allowing the cmc to help jonior and senior sailors with there personnal needs therfore not bing able to preform at there best to acomplish the mission of the navy.

There are certain things that I agree and don't agree on this organization. Some people doesn't like change and so people freak out and took things the wrong way when policies and regulations are changed. They get too complacent the fact that what they used to do is no longer in effect. There are things in the past that when someone in the chain get in trouble, they don't do anything especially if they like the person but it's different if they dislike them. Also, they only put certain peoplec "special" people to get the quals done right away and don't give the same treatment to others. They just pre-judge the person becuase they think they're not ready for that position regardless of age and sex. There are things that needs to be done and changed. Being in the military is hard to maintain especially if you don't get the support that you need. There are some biased personnel onboard and take grudges on everything when they don't like you and find faults in everything.

I feel that the leadership of this organization does not effectively communicate its intentions and desires so that the junior personnel can plan accordingly to achieve the best possible result. I often feel "out of the loop" even in my leadership position. I am often informed of mandated items after the fact or second hand.

I feel that are command is very horrible in the fact that I feel afraid to do my job in the fear that I will be thrown into mast and possibly lose my rank for doing my job. In a matter of a month and a half of our new captain taking charge we have had 30 DRB's at minimum, a lot of XOI and captains masts, so much that I have actually lost track. It legitimately feels as if our captain is searching too find people that he can get into trouble. I have seen him countless times going through spaces looking for people doing maintenance and finding anything he can find too send them up, he actually one time went through combat systems berthing and was literally opening and searching through peoples racks and actually tried too send someone too DRB for finding something that he felt was incriminating. in a month in half 30 DRB'S minimum and atleast 5 masts and every mast case has been gruesome, Brigg bread and water most of the time, reduction in rate and getting kicked out of the navy.

There is a stark disconnect among senior leadership. It is visible to all hands that the chain of command is not in harmony. It can be heard in the p-ways both officers and senior enlisted complaining about tasking or the ridiculousness of the situation. From basic things such as which uniform to wear to more serious issues such as 3M. The Captain has sent people up to DRB for what the layman would perceive as minor offenses but were treated with an above and beyond level or seriousness.

The sight of the XO and CMC coming in on normal days off is not comforting; it indicates that there is something seriously wrong with the command.

Leaders must be properly trained on the importance of morale. Nobody wants to work, because they know they will not get anything out of it. It is understandable that some things just have to get done, but there is still a better way that keeps spirits high and increases productivity.

In the amount of time I've been here to this point the organization as a whole seems completely disjointed and reactionary. Proactive, planning, following Navy instruction or properly implemented ship board instruction based off of Navy instruction is limited at best. It has been a continual fight to this point to keep members "head's above the water." Poor planning for being in dry dock making unworkable conditions aboard the ship. Poor planning for berthing accomodations for duty section and shipboard residents. Constantly shifting weekly schedules when most people would have looked at a proposed schedule and seen the conflict before it was implemented. Poor training programs and too much shooting from the hip. The list could go on.

I was treated very bad when correcting my mistakes by a higher rank petty officer. This individual talked down on me by yelling and using demeaning words while other shipmates were present. I believe everyone should be treated professionally by talking in private. This mistreatment caused a lot of anxiety anger every time the incident flash back in my memory.

I was treated very bad when a higher rank petty officer corrected my mistakes. Talking down, threatning, yelling and using demeaning words while other shipmates were present. Professional approach should be use when dealing with individual. This incident caused anxiety and anger reaction to me every time I think of it.

Let people do what they are here to do and less micro managing. It is one thing to know and be briefed and quite another to want to know every little thing, i feel like we waste a lot of time that way. Also, i never expected to have so many late days especially during the yard period. This is the time for sailors to recharge themselves and i feel like that is not happening. Morale is down big time and there is absolutely no reason for it. Some have come in on Saturdays to work .... why? it is uncalled for, this ship has been successful overall. people are less motivated to do work now than ever before.

The command that I first joined is not the command that i feel is in effect now. It started when my current command the Uss Shiloh had attention and aquired myself from my pervious command. The months have gone by and the crews morale has dropped with current commanding officer and leadership in place. I will begin to keep my current status on my obligations to not reenlist because I believe it will hurt and possibly ruin my career moving forward.. My second command that I have been part of and it's the worst morale I've ever seen.

Since (b) (6), (b) (5) has got to the ship morale of the crew has plummeted to the lowest I have seen it in my 3 years on board. Work productivity has slowed down due to the constant fear of getting thrown into the brig. (b) (6), (b) (5) has taken power away from practically everyone and is now trying to micromanage the smallest of responsibilities. The crew is sick of him already and his games. He tries to win us over with a day off here and there but we all see through it. It was very convenient that this survey was released in the middle of the week in which he gave us Thursday and Friday away from the ship I'm sure his intention was to avoid the comments that I know are lighting up this survey. The command went from a very difficult and busy schedule last year and was looking forward to relief in dry docks. On the contrary (b) (6), (b) (5) has brought to the crew a miserable work environment filled with hatred, distrust, fear, and favoritism. I have no faith left in the Navy and I hate coming to work.

MORALE IS AT THE LOWEST I HAVE SEEN IT. THE CREW GETS MONDAY TO SUNDAY TO COMPLETE THIS SURVEY. A COMMAND EVENT IS STRATEGICALLY SCHEDULE FOR THURSDAY,KEEPING THE CREW AWAY FROM WORK COMPUTERS; ALONG, FRIDAY IS CALL A DAY OFF IN CONJUNCTION WITH THE WEEKEND. THIS GIVING THE CREW THREE DAYS (MONDAY, TUESDAY, AND WEDNESDAY)TO COMPLETE THE SURVEY. MULTIPLE SAYLORS HAVE BEEN PUNISH TO BREAD AND WATER, SOME SAILORS CARREERS HAVE BEEN TERMINATED, TWO SAILORS GO TO NJP FOR THE SAME OFFENCE AT THE SAME TIME, BLACK MALE IS AWARDED 60 DAYS, AND WHITE FEMALE IS AWARDED 30 DAYS. THIS PLACE IS OUT OF CONTROL.

Massive confusion and difficult to adapt to.

I do not feel that the leadership is on the same page!

The organizational effectiveness is very poor at our command. I know certain divisions are tasked in the morning of the worklist(as they should be) , however, later on in the day (roughly around 1500) they're sitting around and get tasked for with more work. Its not well planned and uncordinated. Lack of communication through out the chain of command is POOR!!!!

Not well thought through! - work earlier than we use to and stay longer. I feel like I've been lied to because they said coming into work earlier would mean we would be off work earlier as well. That IS NOT the case. I find it near impossible to get anything done after the 9+ hour work days 4-5 times a week. College plans go through the window because i no longer have the drive to do anything other that just sit in my room and try to mentally prepare myself for the next day. What they hope to have happen has been a horrible crash and burn experience and it's only catching more and more fire. no one can serious say that they are truly happy this current moment working on the Shiloh. This ship could be so much better than what it is right now if the upper echelon and E-6 and below were on the same page. 1st classes no longer have any say, Seems like our Divos don't either, even when i come to curtain things. They seem to not be able to let us off even when they want to. (b) (6), (b) (5) !!

Absolutly love this ship, and the family on it. The "higher ups" feel as if they are at a lost sometimes, so everyone must stay here until a plan comes together.

My Department I belong is very effective; specially providing the needs of the Sailor, However, the different Department within the Oraganiztion are not communicating. The up-down communication through the Chain of Command is being filtered and Sailors don't get the right information. The Commanding Officer never trusted any organization in his command and made a comment that we are not being honest and dis-loyal to him. His perception the we are functioning individually and not as a team.

The Chiefs on the ship have been stripped of their authority by the CO. The personnel onboard the ship are affraid to complete their maintence for fear of being masted.

Aside from A.R.I.s or liberty incidents, anything that happens in a workspace should be handled by that division. Doing it this way supports the ship's force morale. Sending someone to Captain's Mast for petty mistakes takes a toll on the crew. This also builds a very hostile enviroment. This is my only issue as of for now.

This organization is not effective. The schedule constantly changes often times without a reason. It is possible here to leave and go to bed having been told one thing and awake the next day to a totally new plan. Not sure who is driving the ship right now, but it seems to be running aground alot here recently.

I like my job and I have no problem getting the job done, even if I have to work long hours, before I am actually thinking about making a carreer out of the navy. But lately with all the negativity around me, I am not sure anymore.. it seems like everyone I talked to are frustraited and their moral are so low. most people are saying that they are afraid to do their job, because a simple mistake could get them into trouble, to some even the end of their career. I don't want to feel this way everytime I come into work. I know being in the military would be hard... being in this kind of environment is just unbearable. but I still hope situation would get better.

I feel that the command did not plan accordingly for this DSRA period. The transition into this has been uncoordinated and harsh on the sailors. The very simple fact that the junior sailors and geo-bachelors that have no choice but to live where the ship tells them to, the command did not have sufficient sleeping quarters for them. And now they are expected to sleep at a barge about 2 miles away and most have to walk and be on station by 0630 for muster/liberty expiration is unreasonable. This so called "Battle Rythm", as the higher chain of command calls it, it is utterly ineffective and unfair. Productivity is not increased by it is in fact going down but not as much as morale has gone down.

They say if it's not broken don't fix it. With this previous change of command things have gotten rocky and it seems as though the new Capt is trying to capitalize on people's fears or just plainly show people who's the boss. I respect the fact the he is trying to bring everything back to Navy standards but there's a difference between Navy standards and (b) (6), (b) (5) standards and thinking that people are inevitable to making mistakes.

Not only do my fellow shipmates fear performing their jobs because everyone is being sent to DRB, but they also complain about PT in the mornings and how it throws everything off balance. I conclusively agree because it takes quality work time out of daily schedules, which in some divisions can be crucial especially around this time when DITS and checks are simply around the corner.

There is no organization! Information does not flow up and down the chain of command. There are Dept. Heads assigning tasks to junior Sailors which should be told to the divo, then LCPO and so on.

I feel that our command used to do whatever it took to get the job done. As of recently if we mess up such as forgetting to wear gloves it goes to such a high level of punishment people are scared to do there job. I do not believe we should be sent to DRB for getting into the slightest trouble. I believe the navy has set things into place such as counseling chits to prevent it from getting to the highest level. Do to the increases of fear of getting in trouble people are scared to do their job. This is why we have became less effective and less is getting done.

Since the change of command the ships morale has drastically gotten worse. The command is now afraid to complete any maintenance due to the leaderships drive to punish everyone. The command no longer cares if you try your hardest to complete maintenance as effective and correctly as you can. No training opportunities are given for mistakes you go directly to DRB. I feel if the command wants the morale to increase they should provide more training opportunities. If someone fails a spot check they should offer an EMI opportunity to learn from their mistakes. Another option would be just general training about the subject. I know personally I feel if I make a mistake without realizing it I feel as if I am going to mast. I already told my wife to expect me to go to mast for no reason. I remember when the ship was better and if you made a 3m mistake you wouldn't be punished but trained. Not to mention many other issues that I dont have enough room to input here.(including safety and health)

The leadership is not effective because everybody is scared of everything that could happen if they make a mistake it is like the aspect of being human is gone so now we are trying to be PERFECT which we are not and with that being the environment the amount of production has went down because we are now trying to force guys to work so it has turned into a us versus them because we still have to produce but the fact that they are scared to work has taken away and now all of a sudden it's the frontline leaders fault but it is not because the junior personnel also see that we can no longer protect them or even say things in their favor it is like there is no more counseling anymore just straight drb and co's mast when did we go past the point of thinking about the sailors career.

I feel that communication is poor in this organization. Certainly some types of information needs to go step be step down the chain of command, but often there are breaks and information does not get disseminated. For example, a RAS watchbill that is sent only to khaki, when it is E6 and below that actually are on the watchbill. If people are on watch and dont go to quarters, or the khaki just dont put the information out, people dont know where they need to be. Also if I ask my LPO what additional things need to get done today, he wont talk to me, just tells me to find my WCS, which is not easy in this current dry dock setup.

I feel that in this new command that it has been noticed that many of the junior sailors have been either improperly or poorly trained. Bearing this in mind I do not think it is just cause to punish those to the full extent for not complying with rules that they were not familiar with. In addition, I feel that simple mistakes made by human error should also not be too severely. It has been evident that this has been the case in recent events. Although I do feel that the appropriate corrective action should be taken. However, there only seems to be a focus on diciplinary action, rather than formal training or a more corrective stance in this regard.

Lately it seems like there is a lot of information that is not getting passed down and then when the due date comes around everyone gets chewed out for not providing stuff when no one told them about it in the first place. The first time hearing about something shouldn't be a "reminder" about it at 1700 the night before something is due.

USS Shiloh has come out with a new "Battle Rhythm" and it is the most unorganized, all changing, never consistant document I have seen in my 6 years in the navy. Sinse we started dry dock, the routine for weekly and daily events has changed every week. There is little to no consistansy to any evelution and it effects all hands from the CO down to the junior enlisted. As a senior E-5, it should be my job to make sure the job is being done that put forht to me by the LPO, but there is always something more, something that will come up, something in the schedule gets pushed back, someone needs to go run a WAF that wasn't planned, or schools and seminars that we all have to attend. The lack of planning I see on a day to day basis has become more of a mental, and emotional tug-of-war than anything I have ever experienced. It seems everyone has every hand in every pot. If I want to get something done it feels like I have to jump through five different divisions just to finish the job.

I am an E5, at 1 time I though about getting out the NAVY because of all the stress and issues my command gave me. I soon realized that the negative experience I encountered wasn't my fault it was do to leadership not properly turning over correctly, and do to the mistakes they made some how instead of owning up to there responsibility, they chose to blame the sailors. I don't want to give my own personnel example because people would be able to ID me from it, but the example I will give is of a good sailors getting thrown into situations where they would need more training to accomplish a specific mission, and the people who are suppose to train him are either not there or an issue with there BILLET where they don't have that specific type of person on board. Than, when that good sailor does the best he can do and can't complete the task he gets looked at as if it was all his fault this tasking got messed up even though everyone in his COC knew he wasn't getting the proper training.

It seems to me that everyone is out for themselves. They dont care to step on the little guy to try and get ahead. Everyone wants to adavance their own careers and they are not afraid to ruin someone elses if thats what it takes, many servicemembers on thsis ship are not team players they look out for themselves and everyone else can screw off, unless of course your female then you have nothing to worry about. Male servicemembers check onto the ship and have to completely go through the blue card program and then go onto a waiting list to receive a barracks room and until they are assigned a room they reside on the barge. In contrast a female will receive a barracks room within the week that she checks in and there is no point in them going through the blue card program because they can just submit an overnight chit to sleep in their barracks room which always gets approved. And when a male goes to someone for help with getting their blue card they are blown off.

There is an extreme amount of disorganization contributing to a lack of effectiveness throughout. The amount of re-work and lack of communication is eroding the team and its ability to function effectively. Due to the lack of communication, problems are being solved though micro-management which is not allowing for individual contribution which could better the organization. Members are being punished and ridiculed for attempting to apply original ideas to current problems.

It's totally unsat when the CO ASSUMMES someone is doing something wrong and he sends them to DRB. CO sends top 2 FCPO to DRB. When there entire COC informed the CO that they were not violating the MRC card. CO has NO TRUST in his crew. His model is if he thinks someone did something wrong they should go DRB REALLY!!! For the first time in my career I have never seen a crew loose there trust for there CO within 30 days of taking Command. This command is tough so many deployments in the past year. The sailors on board are strong ones that will get the mission done. It's to the point sailors are afraid to do any work. There mentality is if they do one mistake the CO will give the bread and water since that seems to be his model. To many man hours are being wasted having each dep provide a rep for Capt mast. I see my COC loosing there power of authority. The CO is taking it all. CO has something against his enlisted. Especially his CPO's since he clearly stated that LCPO's was made up.



when asked if im happy about being here the answer is no. the pride this ship had with (b) (6), (b) (5) is gone. I'm no longer proud of my ship or what she stands for. Ive been onboard (b) (6), (b) (5), ive never felt as beat down as I do now. The main person keeping Shiloh from effective leadership is the CO. He took the power from the chiefs' mess. when I ask my Chief why we couldn't help a sailor and he says we can't anymore because the CO will no longer let any manner of incedent be handled at their level thats a problem. CO, it is clear you do not have the Shiloh's crew in your best interest. Its hard to see the lack of empathy you have for YOUR people. Your only concern appears to be what you want and proving you are the boss. I respect you as a CO, but not as a man

V/R - (b) (6), (b) (5)

As a team, many of the sailors (junior enlisted) will cooperate and assist one another in getting the job done. E6 and below are highly effective in supporting one another and in accomplishing goals. My only negative comment to this command's effectiveness, is that it seems like the leadership will often give the minimal support to their subordinates. I find far more faith being placed in E5-E7 than in any of the higher ranked leadership. It's hard to trust them when it seems like thay don't have thier sailor's backs.

When the chiefs mess is stripped of their power to make changes and help correct actions before they become a proplem, I have issues with that. Our CO has a profound knack for micro-managing everything and will not tolerate any acts against his beliefs. The command purposely scheduled events off of the ship to not allow sufficient time for the crew to take the survey, on top of that, a day off when no one would be willing to come in and take it that didn't already have to be at work.

Not incredibly effective at all. I find myself sitting at work for hours after everyone in my shop has completed their work, just to be told to go home after said hours of sitting and doing nothing. If I'm going to do nothing, I'd at least like to not have to do nothing in my place of work.

The level of disciplinary action attributed to members on board is inconsistent due to the inability to deliver the same punishment across the board. Some service members have received continual poor treatment within their departments based upon personal feelings rather than job performance. There is a lack of communication when passing along information, where the receiving party may or may not get all the information pertaining to the subject at hand which results in conflict between the involved party members when a decision is reached.

n/A

\*There were only 3 full business days to complete the survey, completion by 80% of the command is likely to not be attained due to a mando-fun day Thursday, and a day off given for Friday. LISTEN TO WHAT WE HAVE TO SAY EVEN IF LESS THAN 80% completed the survey, these results should not be deemed inconclusive nor null & void. This feels it is so by design. Our previous CO (b) (6), (b) (5) granted a lengthy extension to ensure everyone had a real oppportunity to complete the survey.\*

I am absolutely disgusted by this organization. At this command. This is not an organization I wish to be a part of any longer. Why bust down a sailor, ruin his life, take away his WELL DESERVED! shore duty orders to Italy for breaking a curfew policy? Now this sailor is facing HYT & is likely to go home. RIDICULOUS THIS IS HOW THE NAVY TREATS IT'S PEOPLE?! I WANT NO PART, TO WHAT END? WHY CONTRIBUTE 20years if that's how this place is going to do me?

Tip of the iceberg.

3M is an absolutely BROKEN SYSTEM

I love being a sailor, but I have reservations about this command. The level of professionalism, and tolerance is ridiculously low. Epithets, slurs, derogatory comments proliferate hourly, with the upper chain turning a blind eye, or spouting "Navy up, shipmate!" Stepping up to those who would be 'offensive-for-offensive's-sake', I am attacked verbally, threatened, or ignored out right. This by every level of this command, khakis included. Being my 2nd command, I know this is wrong.

My personal and professional development has been stunted by ludicrous subjective standards. So much so that only a question to the MCPON himself, was to get this command's attention and motivation to help me. The culture onboard, if I am not familiar with the upper chain, I'm not developed, considered, or trained due to my lack of presence in social situations.

Having medically documented 'bad' knees, I request the elliptical for my Alt Cardio PRT portion be reinstated. Training to swim is not convenient.

Honestly in my short career I have never seen such bad customer service from all of the most important areas. It shouldn't take 2 weeks to check in, or a member shouldn't feel like a stranded object when going to medical. These areas set the tone of the ship, if they don't get it together the ship will never operate properly no matter what the commanding officer does.

One area that I have noticed is the lack of military courtesy and respect of others. I'm pretty sure a senior enlisted shouldn't speak down to another senior enlisted in front of juniors. This is the norm on this ship.

Proper time planning is a major hiccup onboard. The times does not allow the members to be on time quarters and/or other appointed places. In order for members to be on time, many members are paying out of pockets for taxi cabs, this expense adds up.

Inconvenience of galley. Most members onboard live on a barge that is 2 miles away. How is it possible to walk to get food 3 times a day.

The lower chain of commands work well with each other and communicate well for the most part. As for the punishments I do think that some are a little too hard. But I am proud to be part of this organization

i feel as a whole to the Navy we are extremely effective. however i believe that within the organization we are very ineffective. our morale is low and our work environment continues to become more and more stressful. people continue to violate the rules or make small infractions which lead to very big repercussions that I do not necessarily agree with. I believe that some of the punishments that have been awarded were too harsh and have the command a constant fear of receiving serious repercussions for the smallest infraction to the rules.

## Equal Opportunity/Fair Treatment Section Comments

Overall, I think that we do have equal treatment. However, with the punishment of bread and water being dished out like its water I believe it's in fair that women can not go, I believe this sets a negative connotation to make sailors. We should've done some research before starting this to ensure they could make some arrangements for females. Also, I think there is prejudice against certain males, not sure if it's based on race or individuals biasims based on the experience. But it seems people are gunning for individuals when if you stand on the smoke deck or over hear restricted individuals campfire talk, they may be surprised of whom is targeting whom. Also, seems like the female officers are looked at as highly as the males, don't believe it's directly affected all but there is a general consensus.

Overall I believe the command promotes an environment that is equal for everyone. That said certain people in my workcenter are constantly harassed about their level of skill by one individual in particular and physically assaulted or had things thrown at them to include, coins, tools, pens etc while my chain of command watches and does nothing.

Equal opportunity in my opinion at this command is not expressed as it should be, I feel as though the opposite gender is treated differently and more likely to be allowed to get away with certain accusations or other acts perpetrated which would cause my gender more consequence.

Having witnessed the outcome of the most recent Captain's Mast, it appears that the command leadership has not been consistent with the punishments given out. Also, the command leadership does not take into account the chain of command inputs at mast. The chain of command knows these sailors better than the senior leadership at the command, and the senior leadership time and time again refuses to take their inputs when making decisions that affect these sailors' lives.

On a broad view of the command, it seems at first glance that all people are treated fairly, without favoritism and little to no discrimination at all. However, there are a few exceptions, and the leadership does do its part to try to squelch such behavior. Is it enough? Not all the time. But at the very least I have seen the leadership take a stance against such negative behavior.

N/A

Not everyone, but some people are treated poorly. Sometimes I feel they deserve it, other times, it feels a bit much for the action done. To be specific, if someone disobeys the order not to go to the ship's store, he is ganged up and belittled, not because he went, but because he decided to say "I have nothing to do.", however he did have tasks to do, but was evading his work center. It starts getting to the grey area for how to react in such situations.

I believe we have created an environment of equality and no such issues exist currently onboard

Equal opportunity is something that needs to be given to the E-4 and below, they are not given the chances higher ups have gotten i know of some officers that have gotten NSFS to VBSS in just 3 months while others have waited years.

The organization as a whole does not seem to have any issues with fair treatment. In most cases that I seen that people are treated fairly when it comes to jobs and opportunities.

There are no issues with this command regarding equal opportunity.

The command has emphasis on Equal Opportunity and Diversity. Regardless of color, race, national origin, sexuality, religion or gender. Everyone is treated fairly and with respect. Anything other than this treatment is met with swift action from all levels to address it.

No issues here.

The command climate seems colorblind compared to the civilian world in terms of social associations and leadership opportunities.

The question about members being pressured to perform acts detrimental to their health is interesting. The COMMAND pressures all sailors, old and new, to find constructive ways of using time (read: other things to do than drink all the chu-hi in The Honch); however, there still exists the PEER pressure to drink and party that one would find anywhere else. Is that the command's fault? No. I believe the pressure exists, but I believe the command makes a concerted effort to encourage all sailors to do things other than drink to excess. I do not believe there are significant problems WRT equal opportunity/fair treatment onboard; there was an attempted sexual assault in the recent past, but I believe that to be an anomaly vice a pattern of behavior throughout the command.

Between the race and gender of an individual, there is definitely favoritism in the work place. There is a skit on SNL i believe that it mimics POTUS and how he meets and greets certain individuals based on race. For some members of the CPO mess and even E-6 below, there is favoritism happening based of race and gender.

I answered for one of the question that favoritism is shown in the work area. Now its not a huge issue with in the work area. But it is noticable to us in our work center. It is just like small things. Such as getting coffee brought in to a few people but no one else in the group. Sometimes not being included in an outing with the division only a few being told and it being called a divisional outing. I really dont want to put to much detail cause I feel I will be calling people out and throwing them under the bus. But its is noticeable not only to the people in the division but to people outside of the division

Fair treatment is not a phrase that can enter any conversation involved when describing Shiloh. A male who is not Non-Caucasian, cannot expect any recognition from the command unless he has his collarbone broken during a fight OR unless he is a part of the Engineering Department. Other than that you may as well sit back and coast through the time onboard because you will be ridiculed, belittled, pushed to the side, or called all types of things for trying to better your career. It doesn't matter how much time you give to the command, how much time you volunteer to do things for the command, or how much time you sacrifice with your family to take care of things that the command needs done. No recognition other than a Good Conduct award (a reminder that your chain of command didn't see it as important but let us make it up to you now at an hour long all hands call) 3 days bread and water for any offense is not fair...period! The people that go are mentally messed up afterwards.

In the previous section, I answered questions in regards to if sexist/racist/etc. comments are made in my work area. While I did say that it does occur, the truth of the matter is they are jokes. The jokes are also only made around people who understand it's a joke and are not offended by it. This is in a mixed environment to include multiple races and genders. We work together, we hang out together, we know each others' humor. Yes, these types of jokes are uncouth, granted. But we also respect each other, and acknowledge that if someone does get offended, then it ends right there. People outside of the conversation (the ones who have knee-jerk reactions) are more of the problem.

Our ship still uses an outdated liberty card policy to give out barracks rooms. If you have a white card you have to receive quals, which in DSRA are difficult to obtain. Recently a large number of blue card chits were rejected because the command secretly added two new qualifications to the requirements after the chits had been routed. Meanwhile females are permitted to live in the barracks while in white card status if a chit is routed. We now also have to write an essay on why we deserve a barracks room. I personally have given up, I have chased the hotdog on a string long enough, I will do my job, and get the quals that pertain to my job. I will not allow them to deny me something that I earned through hard work again because they decide to secretly turn a policy into a self humiliation contest.

Our organization is fair when it comes to work related activities.

One good thing about this command is the level at where females and males are made equal and everyone the comes to be part of Shiloh and exceed without any problems with race, gender, or sexuality.

Go to fucking work. you are not died yet. people who gave the order always say it. so follow the order they gave because we still alive.

For the most part everyone is treated equally. We all get the same crappy day and confusion.

There is definately a difference in this in the command and it is obvious. some people will be blind to the fact or turn the cheek because of reprisal. There is a strong attempt to make it look fair but i dont feel that way from within. pride traiton and mission

Equal opportunity onboard of the ship is good. Everyone is treated with respect by all of their colleagues and work together to get the job done no matter what kind of background they have. It is one team one fight. We have come closer together since the past few months because of how low morale has become.

As a female, I believe I am treated and looked at differently then the males are. So much so, it has even been noticed by others.

What I can say is if they think you are not ready for a position, they will not give you the opportunity to grow and get better. Biased on certain people and don't give the same treatment to everyone.

While I do not feel there is a discrimination due to race or gender (at least as experienced or perceived by me personally), I do feel that there is a "party line" that must be toed. It seems that the leadership of this organization seems determined to promote only a certain view point, while excluding outside ideas or ideas they disagree with.

There is a general impression that junior enlisted females are given preferential treatment by being assigned barracks rooms before completing the stringent requirements their male counterparts are expected to complete. At the time of this survey there are females holding white card status living in HPA but males forced into living on a barge.

Additionally prior to the ship entering DSRA the impression of FSA duty was that attractive females would almost immediately be taken to work in the wardroom while males/unattractive females would work a normal rotation through the typical FSA duties.

Right now officers and senior enlisted have access to a large number of computers on the barge to include a special room dedicated just for them with additional terminals. Junior enlisted have been left with no computers anywhere to perform any work expected of them.

Racism has been at this command the entire time I have been here and it has not become any better. Favoritism is both constant and frequent.

I do not see any problems with equal opportunity or treatment

Women in the organisation, by division, frequently receive favouritism in many areas, with lighter discipline than men and easier work assignments, while being treated as exemplary, even though their performance would be regarded as underperforming were it a man.

Meanwhile, on sexual assault from a training perspective, sexual assault, Navy-wide, is always demonstrated as male on female, even though male on male, as well as female on male, do occur; a woman is never portrayed as a culprit. In my opinion, this is sexist against men, as it acts like women can never be the culprit of a sexual assault.

The equal opportunity is created with professionalism and will continue to the end of that person's obligations but the fair treatment aspect is completely misrepresented by choosing favoritism among people in certain work areas and comments at quarters and awards given to the space individual and when it's all said and done that person goes good and makes you not want to work with that upper chain of command member to drive for nothing but getting out of the navy and going as far as canceling OTEP and extensions on board

I shake my head thinking how ridiculous this place has become. The stupidity of our leadership is incredible.

The command had created unfair injustices with using the capped program in the wrong ways to promote the Angels of the command and not using worthy hard working individuals to continue their career..

I do not pull the "race card" but there has been more than one incident that I felt race may have been the contributing factor for the outcome.

It's not so much favoritism towards race or gender but I believe in some circumstances there is favoritism towards rates. I've seen many people work very hard for awards or for recognition on the work they've done but unfortunately once they go up for these awards someone who hasn't put in half the effort received the awards which all boils down to favoritism. On our ship it's not how hard you work it's if that person above you (as in rank) likes you. It seems that no matter how hard you work on this ship if the people who are giving out the awards don't like you or your rate then you might as well not even try. It's not what you know..it's who you know.

I feel that it is better to be a female onboard, in the work space on duty and just in general! It's so easy to complain and get off a task just because "oh, that's heavy!" or "Chief that's too heavy!" there are a few people who let females have their way and I'm usually stuck in the middle of it. However there is some leadership that DO NOT tolerate this type of monkey business. I've wanted to go to school for the last 3.5 years after picking up rate now I want to cross rate I'm hoping of being trained properly in something so I don't have to take the test 4-6 times due to a horrible Adv. rate. Going to school would at least let me know the command cares about my career and maybe I should stay in my rate but people who have joined after me are getting the schools that I've wanted and here I am sitting on my hands. Then they get surprised when I say I want to switch rates... But for the most part my divisional chain of command does a decent job of spending the work and the discipline.

Two things that actually happen along with countless others...

1) A BMSN at the "Command Olympics" had their Navy Ball cap backwards while in Navy issued PT Gear. A PO1 said "Hey Shipmate, get your cover motivated!". While not 2 minutes later went to go talk to a YNSN whom had Blue Raybands, and a "Swag" hat backwards. As both of them kept Coking and smoking(talking and messing around) I approached the YNSN and asked if he could take off his hat at least, while their direct words were "Go F\*\*k yo self B\*\*\*h"

2) In combat I witnessed a OS3(female) literally tell her WCS(work center supervisor) "I'm not going to do that, f\*\*k yo self, and if you try to task me again I'm telling OSC your treating me unfairly."

There is a segregation in the Command, Sailors are treated differently based on your race or ethnicity. Favoritism is the biggest thing in this command.

Record of performance does not seem to matter when collateral duties / program leads are assigned. People hold collateral duties right now who aren't even firing on all cylinders in their primary duties. Why?? Why would we give someone extra duties when they are barely performing their primary duties well??? What is the method by which we assign collateral duties? Why is there such effort to put some people in the spotlight but not others? It cannot possibly be performance because if you look at your collateral/program leads and their track record over the past year or two, it won't add up. That might be why some things are in such disarray right now. It used to be your performance proved you could handle increased responsibility. Now it seems we just randomly pick people for more responsibility and then blame everyone else when things go wrong. If you wanted someone else to lead the task you should've assigned the person who was capable of getting the job done.

I feel like if you're a certain race, they expect more work from you and they make you work more. Sometimes those people from other races that is not mine, who barely know their job.. usually have it easy and they get better treatment from the change of command. I feel like they keep making us work and they just let their fellow skin colors do whatever they want. It feels so unfair sometimes..

On this subject I do not have anything substantial to say.

I constantly find myself lost for words when some of my fellow coworkers categorize "all females" under certain categories in a belittling and condescending manner. This makes the work environment a bit unnerving due to the fact that I cannot refrain from listening to the vulgar comments and jokes they disclose amongst themselves because I work with them directly. Every time I do not agree with them or I have attempted to voice my opinion I am teased and told that I need to get "tougher skin." There are certain jobs that I am never assigned because I "can't do," this is extremely frustrating and when I speak up I am told to stay out of it and that the men are talking.

I feel a great deal of racism at this command. Actually can an African-American be racist? Typically it goes the other way and only white people can be racist. I think that is why this behavior is being overlooked. The behavior very prevalent is African-Americans being racist toward white people. You can tell from how they greet each other, no matter the pay grade. I often wish I had dark skin color so I could receive similar greetings from Top Snipe and pretty much all the high ranking black people. I certainly feel as though I am a minority, although they say white people are not minorities.

Our unfair opportunity does not show through race or gender it shows through rank. The chiefs are put in place to protect and defend the junior enlisted. Instead they are backing whatever the higher ups want even if they know it's wrong. The junior enlisted no longer have a voice or a chance to defend themselves.



At this command there have been three counts of personnel who were sent up to NJP. These three personnel were sent to the brig on bread and water. The very first time a female got sent up, she "couldn't" go to the brig. I have seen many counts of female sailors getting a better treatment than male sailors. One specific example, the FSA's were assigned to go to the ship and fill up water jugs. Four FSA's walked over carrying the jugs, the only female FSA was driven in a van by the watch captain. Our sailor of the quarter program is the most biased I've seen in six years. It never matters how good your uniform looks, your knowledge of naval heritage, or even actually knowing the sailors creed. One winner of the blue jacket of the quarter did not know her sailors creed. the validity of the program is dead because I could be the most squared away sailor with a perfect uniform recite every question brought to me perfectly and still not be picked.

My coc treats males & females differently. My new CO sends junior personnel to the brige, expect if your a female. ex. male sailor comes late to curfew and gets sent to the brige. A female that did the exact same thing, both are very new in the navy, both have the same work ethic, the only thing that separates them is that one is a female. she was not sent to the brige. I would like someone to look at that case because the entire crew is wondering about that one. Another ex. would be look at our blue jacket of the quarter nomo this last cycle, and look at some of our male junior sailors and you would want to ask why weren't they chosen. These are all questions most of us e-5 and below as all the time. All I have the power to do is to make sure my division is all treated treated equally, because clearly my COC doesn't.

I'm not speaking for any other division because I dont know what goes on in other divisions, however, in my division I see favoritism everyday. I understand E1-E3 are the lowest in the chain, but we're people too. We should have the same oppurtunites as the people higher in rank than us and I dont see that. I feel as though some people who have rank truly beleive they are above me. They can talk to me how ever they want and tell me to do anything they say and if I give an opinion I'm automatically shamed because I'm "giving lip to a petty officer." Its kind of sad really, its 2015 and we still have this issue.

There are members of this organization who pride themselves on the belittlement of those around them. I find myself frequently belittled and bullied about past mistakes called inappropriate names in order to boost his ego. While I maintain a calm demeanor, he will use harsh, inappropriate language to berate and degrade my work under the justification of a few small grammatical errors. Frequently this behavior will result in his complete destruction of the document into pieces on the floor and demanding me to pick it up as to not leave a mess in his work space.

Females getting better treatment than males.  
Not much to say here.

Ever since arriving at this command, my department has excluded me from their recreational activities. Often time they can be heard playing games and watching movies while laughing and joking loudly while I am not invited into these activities. In the past, when honest and decent members of the department have invited me, I have felt like an intruder and members of the department will not interact like they would if I were out of sight. Often times, they will invite each other to parties at each other's residences in front of me or talk about going drinking on the weekend, but I am never asked to come along.

One incident stands out among the rest: After stretching during department PT we lined up to pick teams for a basketball game. The fact that I was the last person not picked did not really upset me. It was that they all started playing and left me standing there like an idiot. I felt so angry and upset, I told a chief I was headed to workout on my own to relieve some of my anger

There is plenty of equal opportunity here and there is no exclusion based on discrimination here, from what I've observed so far.

No complaints. the Shiloh seems like an effective organization as far as Equal Opportunity is concerned.

n/a

On the topic of fair treatment, how is it fair to send a male sailor to the brig w/3 days bread & water but due to the lack of personnel to support females sent to the brig the females are not administered an equal punishment? So wouldn't that mean then that it would be unfair to send a male sailor to the brig?

Equal Opportunity:

Our entire Chiefs Mess seems to have had their entire rug swept out from underneath them. They are all powerless and un-trusted. Even our CMC has lost the prowess he once possessed upon this change-of-command. What kind of message is being sent to all the sailors when many Chiefs Mess personnel are actively CANCELING THEIR OTIEPs (spell check)

Let the numbers speak for themselves. OTIEPs will decline, re-enlistments will decline, the navy needs to address the REAL issue of why THE NAVY LOSES TOP TALENT where there are personnel getting promoted who have NO BUSINESS getting promoted. I'M TIRED OF WORKING FOR IDIOTS.

OUR CURRENT CO KILLED MORALE

I'm an (b) (6), (b) (5) sailor onboard, and my wife is also (b) (6), (b) (5). derogatory jokes and slurs are frequent in day-to-day operations. I have made it know that I am uncomfortable with such behavior in a work/professional environment. Still, the behavior continues with the upper chain ignoring the situation, at times even being the originator.

All members seems to have fair treatments, and a treated equally.

The chain of command is quite fair with personell onboard. I do occasionally see some people getting preferred treatment sometimes

There are moments of sexism in my work place however it isnt really offensive. i believe we all recieve the same treatment and the same oppurtunities. I do not feel insulted by the sexist comments because I know that I am not truly the way they say. I know it is not meant towards my personality in any way so i do not feel it is insulting. however in passing and overhearing others sometimes i am offended by the way a gender regards another. i want to believe it is not meant that way and that it comes from a place of respect but sometimes it is hard to tell.

## **Discrimination/Sexual Harassment/SAPR Section Comments**

SAPR program needs To be looked at. Too many dual hats within program.

There was an incident not too long ago at the command which I ended up finding out about. This was an unrestricted report so I saw the OPREP in message traffic. I was present during a discussion between my LCPO and my ALPO and LPO in which they said that the girl that was assaulted was probably lying because she was a trouble maker. I believe that this is a terrible way to think about an incident regardless of an individuals professional behavior.

I have not witnessed any sexual harassment, or discrimination at the command.

N/A

Being on a small ship, rumors spread so fast, it seems almost foreshadowed.

I believe we have created an environment of safety and no such issues exist currently onboard.

I see no issues regarding sexual harassment, discrimination, or SAPR in this command. The SAPR program at large has good intentions, but seems ineffective. This is not a result of our current command though.

The program, though a good one, is over done and falling on deaf ears. All the training in the world will not stop some people from committing assault. Its good that we are talking about this, however, it effects the mission. It kills manhours and the training has been ineffective. People get involved in the SAPR program not to help, but as a billet on a fitrep/eval in hopes of boosting their careers.

All hands seem well-acquainted with the tenets of SAPR training.

N/A

I think that this command does a great job with putting out the proper information when it comes to the SAPR program but I still believe that a lot of people take the training as a joke because the training is so repetitive and so bland that people are just tired of the same training over and over again.

We have multiple SAPR VA's on board Shiloh yet when something happens the Chain of Command ONLY seeks out the Female Victim Advocate to take the case. What is the purpose of having VA's if they are not going to be used because of their gender. Even with the recent case, everyone in the command knew about the exact text messages, exact time, location, and exact conversation's that took place between the alleged victim and the alleged perpetrator BEFORE the VICTIM ADVOCATES. Why? Who knows...

Race...this is "beat the dead horse" subject and nothing will ever be done about it. The gatekeepers to the CPO mess and Officer ranks will always make sure that extra steps have to be taken before anyone that does not have to same or similar color will be allowed to be promoted. The only person that you will see help Sailors write Evals is CMC who actually holds training for the First classes. Other than that most of us are writing Evals BLIND with no help, which of course hinders our progress.

There arent many cases like these that go on with this command lately and if it has it was taken care of swiftly.

my face is very safe. for me or others.

As a VA at my last command I am very familiar with the SAPR program. I think it is time for a change here though. Our current SARC is rarely seen and I do not think he has a solid grasp of the program. The one time I heard him address a group about SAPR was indoc, I remember him saying "You should not make an unrestricted report, because it's a small ship and everyone will know anyway"....Wrong thing to say. Just two weeks ago there was a sexual assault case at this command I know Alot of the details because people gossip and the chain of command didn't keep in confidential, even though it was an unrestricted report it is on need to know basis. This command needs a new SARC and more training on the program, simply putting up poster does not address the issue.

I feel like I'm being blammed for uncontrollable things but it might just be the new changes as they say when you get a change of command

I feel that despite the faults of this command, it would not hide a report of sexual assault or retaliate against a member making a report.

In my time at this command there has been one sexual assault case that I have been made aware of. It was an unrestricted report and I heard it from several third-parties. My impression prior to this situation was that unrestricted doesn't mean everyone and their dog finds found; just that it will be given a through investigation. I do not have confidence that this command did everything in their power to restrict the backlash the complainant has received following the allegations.

N/A

I have not personally observed any sexual harassment or discrimination in my command

NJP RESULTS, SAME OFFENCE BETWEEN BLACK MALE AND WHITE FEMALE ONE GETS MORE PUNISHMENT THAN THE OTHER ONE FOR THE VERY SAME OFFENCE.

No comment

We have some higher leadership that prey on the new girls on the ship to the point where even some of the females say things to me about it as well, it's not quite over the line but it happens so much that it is. These people have also told their shipmates some pretty disturbing things on pass-by or in a conversation about work. Creeps who use their rank as a safe haven for saying inappropriate things need to be weeded out.

command highly involve in the SAPR program

For the most part the command does a good job at providing SAPR training.

No comment.

When it comes to sexual harassment do to my rate I know the COC deals with that ASAP all proper reports are made and for the most part everything happens the way it should. The only thing I have to say is not fair is the way my command treats females compared to males. I am in a position now where I don't do hard work, I just give out tasking to my division. However, at one time I was that junior sailor doing hard work all day long. My command feels as though women are different and should not have to work like this, and most of my crew I know feel the same way.

There is a complete lack of trust in the chain of command which is leading toward a climate where people are acting based on fear of the unbalanced justice system as opposed to acting to do the right thing. Reports are not being made due to this fear. The lack of trust is resulting in a lack of confidence that action will be taken against individuals responsible or that punishments will be appropriate to the crime.

sexual assault is a problem. about 20,000 sexual assault cases in 2014. But at the same time, the US alone reported 293,066 sexual assaults a year for people ages 12 and over. my point is sexual assault is more than just a navy or military problem.

One was an accusation by a CPO that I was undeserving of my pay. He/she directly told me that for the amount of work I do for the Navy and this ship, I did not deserve the paycheck I recieved and that there were people under his/her command that worked much harder and deserved it more.

I couldn't report this since he/she was directly in my chain of command and said this in front of my chiefs and first class and they didn't respond or object to this at all.

Second is that I feel picked on by my leadership because they don't appreciate me or anything I do. In their own words, I am not disrespectful, but am too 'casual' with the people I work with. On numerous occasions, my department head has called me into the workspace in front of my fellow sailors and made me stand before them and describe 'what I did that day for the Navy.' The question is asked with obvious condensation as though whatever answer I give will be a joke.

The SAPR horse is beaten to death. Beaten past death, rather. I understand why the SAPR courses are in place, and I'm not discrediting their purpose, but constant SAPR reminders get gets incredibly tedious.

the Shiloh leadership does an outstanding job getting information on how to make reports as privately as possible

n/a

I'm going to use this space for other than sexual assault related subjects.

I want to address how this entire dry-dock period has been a HUGE CHAOTIC MESS. WHY ARE THESE PEOPLE WHO GET PAID THE BIG BUCKS TO PLAN & COORDINATE FAILING SO TERRIBLY? We currently are using 2 barges. One barge about 3/4 miles away being shared with another ship on the waterfront. And the barge imported from guam barely supports duty sections. Thankfully (b) (6), (b) (5) put together a plan to get this barge YRB-36 imported from Guam because otherwise how could they ever expect this yard period to go smoothly? Barge residents at APL-40 have to travel now about 3/4 miles, many forced to buy a bicycle, to commute into work and are not authorized to EAT on the APL-40 barge they must travel to the YRB-36 barge 3/4 miles away.

When did we stop looking out for each other? Under what directive makes it okay to crucify good sailors? What is being proven?

I have never been the victim of sexual assault.

## General Written Comments

This was a good command. I think individuals feel that they have come to fix things. Change is a great thing when it comes from a constructive place and is openly articulated. That has not been done and then when expectations are not met they assume failure or lack of being on board. Also, be open to criticism. CO and XO, especially XO since CO arrived are not open to criticism. As soon as an open is stated a snarl or grin made as if the thought of them being wrong is ridiculous (co). And the other just is trying to be more assertive but is failing (xo) and just seems like a little boy who got scolded by his dad too many times and is now taking it out on everyone else. I don't think the command as a whole minds change, I think we mind the expectation we read minds. Also, it makes us all fall when you give no time to adjust to change, don't tell us what's a crime then you make a room full of criminals.

I have strong opinions about the SAPR program and beleive that what the program does is victimize women before they actually become victims. It seems to turn every women into a victim and every man into a rapist. If sexual assault is to be truly eliminated in the Armed Forces we need to close the equality gap and not broaden it. These women are United States Navy Sailors, not helpless children who can't defend themselves. What i mean by that is that I as a male should not be scrutinized for spending time with a female friend. As an adult I am fully capable of having a mutual non-sexual relationship with someone of the opposite gender.

I had an (b) (6), (b) (5) make a comment about someone being fucking retarded because they couldnt run like her. someone told her that wasnt right to say and she said whatever they are retards for not knowing the track and being slow

I JUST WANT THE CAPTAIN TO TRUST HIS SAILORS AND GIVE US THE ROOM TO DO OUR JOBS. I FEEL AS IF HE IS STILL THINKING IN AN EXECUTIVE OFFICER POSITION VICE COMMANDING OFFICER.

N/A

There are a lot of changes, I understand that safety is a priority and that new leadership expects a higher level of military professionalism. But we should not let this be an excuse to micromanage and bred an atmosphere of fear where the upper chain of command is unwilling to explain why certain decisions would adversely affect the entire command. We need to adopt a policy of personal responsibility where people are encouraged to improve and manage their own lives. There will always be mistakes made and they should be dealt with accordingly, accountability is essential to this system. Morale will remain low and work levels will dip as long as people do not feel empowered in their own lives.

I have been on board for some time and I consider myself a top tier sailor, who does not get into any trouble and who abides by all policies and rule for the Shiloh. Recently there has been a change in command and with change comes hardship and discontent. However the way that business is being conducted onboard now makes me desperately want to leave this organization as a whole. The leadership and how we conduct business is a joke and has been proven to be ineffective. I feel that fear from the CO is what keeps this ship driving, other than that there is no respect for the leadership in command today. The Chiefs are my favorite group, but I see that there legs have been cut from them. Overall I think that more people are prone to leave shiloh than any other time while I been on board. I see all sailors E-1 to E-7 feeling the same way that I do. The morale here has gotten worse.

No additional comments.

The chain of command needs to fundamentally rethink its priorities...we can't succeed if our Sailors feel we don't trust them to do the job.

N/A

Since the change that everything be handled at at least DRB-level, I have noticed a huge spike in maintenance persons being afraid to do their maintenance, as well as khakis even being scared to let their maintenance persons do so. The crew regardless of rank believe some liberty punishments have been too harsh and have scared many people into not going out at all, as they are scared of breaking curfew and receiving said harsh punishments. Also shipboard relationship rules/rumors of new rules have some crew members feeling that they can't even be friends with members of the opposite sex, let alone even have a relationship regardless of how professional it's kept in the work environment, for fear of going to mast. All in all, crew morale has gotten very low. For some those relationships are a huge help in relieving the stress of daily navy life. The negative seems to outweigh the positive on Shiloh these days.

Please start allowing all first classes to write the evals for the junior Sailors under their leadership. This is not being done across the board. People that are not involved in the daily dealings of a work center write evals for Sailors who they do not know anything about.

Please give more recognition to Sailors that are doing MORE than their billeted position to the ship, not just people that have a bone broken while defending someone, or who did their job and fixed a piece of equipment that they are supposed to fix.

Please watch the people that you send to the BRIG because it is taking a mental toll on the entire crew, I have been in commands that have had multiple suicides and with all the DRBs, Masts, and Brig time for MINOR offenses after the demanding schedule that we experienced over the past 2 years is only a recipe of disaster. The crew has no confidence anymore, morale is low, there is more demanded from us in DRY DOCK than when we are operational and deployable.

The new Commanding Officer has created a strong sense of fear and distrust amongst the crew in the few weeks he has been in charge. He has sent 3 people to the brig for bread and water for 1st time offenses, with another to likely occur later today. He ruined the career of another first time offender by knowingly reducing his rank which will result in his higher tenure. He has lost the Chiefs Mess' respect. My personal opinion is that he wants the ship to himself, so he's trying to get rid of everyone else. He's a prime example of the disconnect of officer to enlisted, with a sense of superiority and equal level of ignorance on what enlisted members do and put up with. He's turned a ship that all were proud to be on, into a boat of paranoid people wanting to get out of the Navy. The man exudes evil and contempt. His arrival has resulted in some of the best leaders pulling their extensions to get away from him. He is dangerous to everyone's career.



My huge concern with the command today is that i've done this survey 3 times and always had something positive to say. Now i cannot say that. Sailors are afraid and anticipating that every week someone will lose their career over a simple mistake. First classes and chief petty officers are suppose to be in charge and if they hand out discipline it can be "one up'd" by a higher up just because they see that fit. Chain of commands are afraid to put out in the spot light for anything so work is not important its about not upsetting the captain in anyway. If he is anywhere all who is around are basically afraid for their career. I have personally experienced leadership above me make assumptions about me and then call it the truth just to make the captain believe their perception. This is suppose to be a professional environment where facts are truth and we all act like adults. The navy is a great place to advance in life and this command treated me fine in the start but not the end.

As a new member to the Navy I thought that i would love it here. I got here when the old captain was still on board and i enjoyed it here. Now we have a new captain that no one respects because a lot of us feel that he doesn't respect any of us. For example, CO calls on Fridays, the answer is always "ill get back to you" or "good idea" but you never see any of the ideas get used and you never hear back from him. Also at the meet and greets when questions are asked by the captain, the impression that he really doesn't care what we have to say always comes up. I feel like the crew should have more of a voice. Everyone is scared to voice their opinions to this guy because everyone is scared of the captain's mast. Speaking of Mast, the work ethic is so low right now with the fear of turning your head the wrong way, you're going to mast. You shouldn't, as a captain, want to have your crew scared of working.

Good survey.

I believe the stress level at work and inability to do work due to the fact that so many members are scared to get in trouble, is not a good thing. Several people try and make light of the situation at work right now, but the stress level is too high. Fun events like the Shiloh Olympics are good and should be done more often in my opinion. It allows the crew to alleviate stress and promotes bonding.

I think that the vision and intentions that have been laid out are good... However I feel that the carryout of these plans are terrible. I feel when it comes to punishments for mistakes that there is no regard for sailors and their career. We are not perfect. This seems to be more of a leadership by fear type of command, and that makes for a terrible command climate. I've heard multiple times that people are nervous to do their jobs. I understand that good order and discipline are needed, but more times than not it is taken High and to the right, as the old saying goes. I think things that don't really apply to jobs are being made mandatory even though the job has evolved. That takes a lot of time away from the things that we are actually suppose to do. This also takes away the knowledge of the primary system.

This ship was great and can be again, but communication between all levels needs to be improved and the hard-won trust that we have lost must be rebuilt. I feel that the lack of clear vision and communication has shaken the trust that the junior Sailors have in their chain of command.

This command is in disarray right now. Most senior leadership is afraid of making mistakes and junior enlisted are terrified that any misstep will literally result in a bread-and-water punishment. While that is a legitimate punish IAW the UCMJ most modern society has placed it in the same category as the death sentence for deserters. The work day now starts at 0630 but does not end any earlier so personnel are working till 1600/1700 and sometimes beyond anyways.

Previously this command was a stellar unit that absolutely knocked out our MCI inspection but now the impression is that we can't even change a light bulb without doing something wrong and going to DRB. The Captain needs to be reminded that he is not ATG and we are not the enemy, giving a little more trust and leeway would go a lot further than directing through the use of FUD.

Also, this isn't the Miss American pageant and 1000 characters isn't enough to explain what is wrong with this command.

The Command, in general, is too strict, and too eager to punish the crew. We even had two exemplary sailors sent to DRB for such a minor infraction as not wearing gloves while working on equipment, the type of offence that should be handled at a much lower level.

Never had I seen so many sailors get sent to DRB and Captain's Mast as I have since the change of command in July. The atmosphere on the barge, as well as on the ship, has hit its all time low. It feels as if everyone is walking on eggshells and awaiting a DRB date. The majority of the sailors in our command that I have spoken to are far too scared to mess up the daily duties they have been performing for countless years in fear of being sent to DRB; which will then most likely escalate to Captain's Mast and possibly result in separation. Some sailors are cancelling their OTEP packages and many have taken up counting days until they leave the command. The atmosphere is extremely tense, which has taken a toll on many of my shipmates including myself. Depression seems as common as having watch. I feel that if the reasons for sending sailors to DRB were slightly mitigated rather than nearly applicable to everyone and mandatory PT in the morning was terminated, things would get better.

The USS Shiloh has been one of the best experiences I have had in the Navy until 01JUL15. Ever since this day I have been scared to come to work and do any type of maintenance. In my opinion the commanding officer has taken power away from the chiefs mess as well as our department heads. I have been told in a "meet and greet" with the CO that I had a "silly question" and a "stupid thought" in reference to a question I asked. I feel as if I am no longer a part of the "crew" but just a part of the ship there is no room for personal error anymore and in the event of a mistake you are usually sentenced with 3 days of bread and water in the brig, which I find a little extreme for some of the instances.

The command doesn't care what you think if you are part of the lower enlisted personnel. If you are not E7 or above forget it your opinion does not matter. All the hard working sailors being punished lately has made me lose all respect for this change of command. I know the sailors personally and know they try their hardest. The only people you can trust are the E5 and below now a days. Other than that all reports are seen as a career builder here. If I could say one thing about this command now it's that they don't believe in training but in punishment. Fear is the tactic they want to use now and they have done that pretty well.

I think you are worried about all the super small things and not about the things that you should be this whole dsra which I know you got here prior to and could not control some of it but the parts you could like the living conditions and the work environment plus the amount of time we waste not doing any work you have taken all the power away from the people put in place to support you most you have also placed a us versus you mentality to the point of some are looking only to see you fail example doing something knowing it wont work just to say at the end well you told u to do it .....on hind sight I do see what you are doing standardizing the SHILOH to the rest of the navy which I commend you because the military bearing was lacking but we weren't a bad ship how you think we are before you got here we worked hard now we are just all working to keep our current rank and transfer without harm.

The overall fear of the justice system and the higher chain of command is an overwhelming force which is fueling a lack of confidence throughout the system. This lack of confidence in the Chain of Command is causing people to act in an effort not to get in trouble not encouraging them to do the right thing for the sake of going right. This mentality is eroding the unit cohesion and undermining leadership on every level. The most glaring examples of this are the numerous members which have canceled their OTEIP requests. Many members see the current climate as stagnate and are seeking ways to get off the ship before they end up at mast for small infractions like not wearing gloves and mask while using approved water based cleaning agents within workspaces.

CO needs to start trusting his sailors quit assuming everyone is doing something wrong.

Stop looking to harm sailors out there.

Needs to start planing better.

Needs to give the power back to his FCPO and CPO's

I hope my inputs were read thanks.

I wonder how many officers he sent to court martial or he just has it out to the enlisted sailors. good day.

There is a serious problem with this command. when this servey asks about my chain of command and I grade them poorly im not talking about my divo,my cheif, my department head. Im talking about my (b) (6), (b) (5). The question isn't if you have the power to do it.Its do you need to do it. Taking advantage of ppl to prove you are in control. There is no ballance here at this command. not since (b) (6), (b) (5) left. The Cheif Mess is broken. But broken by there own CO. I guess the question is why are we here.People dont seem to matter to this command or the careers are being lost. I feel like we are no loneger our brothers keeper and human error is no longer exceptable.People make mistakes. You do to Sir.I would not be a second class and I would not be in the navy if you had always been my Capt.They say you learn more from bad leadership than good leaders. I guess I'll learn alot this next you.I want to do right by my sailors. I'd rather loose my career doing what i felt was right.

Many days I feel as though I am hated by the people I work with and have to speak with people in other departments just to not feel as though I am worthless. I have expressed an interest in staying in the Navy and continuing my career, but that seems like such a bad idea on days when dealing with my leadership makes me question if every command I go to will be the same way. I have been told by other sailors that I really helped them or that they are glad to have me around, but my leadership either doesn't listen or believe that I make any sort of contribution.

In the words of one of my Chiefs:

"What do you even do all day? Just sit on your ass and collect a paycheck twice a month? Why should you get any special consideration when I have sailors junior to you who make more of a difference in our workspace than you?"

Most rants often ending with, "Get out of here (my sight)."

It just seems impossible to get ahead or live well when the people I work for consider me worthless.

When people are unwilling to work or afraid to do maintenance because of fear of reprimand for one thing or another, there's issues. Bread and water for 3 days! REALLY! I NEVER THOUGHT I WOULD BE AT A COMMAND THAT WOULD STOOP SO LOW!

This new CO is on a major power trip. I only know so much, since the majority of the junior sailors are left out of the loop and seems like we get the short straw a lot, but I also just came back from leave a short while ago. This new CO is often very strict, but to an extreme. We are a stellar ship, and as soon as he comes aboard suddenly Captain's Mast upon Captain's Mast starts showing up regularly, tarnishing our good name. There have been a few instances of overkill, but the thing that stood out the most was that a sailor got sent to the brig for being 40 minutes to an hour late. The brig is an extreme overkill of punishment for showing up late to work. And now he gives us days off and a sports day, trying to get on our good side and make us forget what happened before this survey comes up. I do not like getting the short end of the straw, but I very much do not like when my captain plays mind games with his sailors when his name is on the line.

I do not have trust in the higher ups and I am afraid to do my job because of the repercussions I might face if I make a little mistake. I come to work every day wishing I could transfer to another command. The way the CO took over has made me fearful of doing my job like I am used to and make me double check the littlest thing to make sure I don't get snagged on the littlest mistake and go to mast for it. The open mast I feel like is pointless because this is a small ship so within a day or two everyone will know what happened.

NOBODY WANTS TO DO MAINTENANCE ANYMORE. YOU CAN GET SENT UP TO DRB FOR THE SLIGHTEST OF OFFENSES THAT SHOULD BE HANDLED AT THE LOWEST LEVEL POSSIBLE. I ABSOLUTELY HATE THE 3M SYSTEM. THERE ARE WAYYYY TOO MANY LAYERS OF SUPERVISION AND NOT ENOUGH PERSONNEL PERFORMING THE MAINTENANCE. IT DOES NOT MAKE SENSE TO HAVE ANY OFFICERS INVOLVED IN THE ADMINISTRATION OF THE 3M SYSTEM OFFICERS DO NOT PERFORM 3M!!! LEAVE COMPLETION OF MAINTENANCE TO THE ENLISTED PERSONNEL AND SENIOR ENLISTED TO RUN THE ADMINISTRATION OF 3M. YOU GOT 1ST CLASSES, CHIEFS, OFFICERS, ALL RUNNING ADMIN ON THE PROGRAM AND LET ME TELL YOU HOW EASY IT IS TO RUN A 3M PROGRAM FROM THE TOP DOWN, FROM A BIRD'S EYE VIEW ENFORCING THOSE TEXTS FROM THE 4790 IS EASY, WHAT IS WORSE IS THAT A LOT OF THESE OFFICERS HAVE NEVER EVER DONE PMS IN THEIR LIFE AND HAVE NO IDEA WHAT'S IT'S LIKE TO LIVE IN OUR SHOES BUSTING OUR ASSES USING A BUSTED 3M PROGRAM. LEAVE 3M TO ENLISTED LET OFFICERS DEAL WITH WHAT THEY DEAL WITH.

I really like this command that am proud to be here. Lately the climate has definitely taken a turn for the negative. The threats of three section duty, fear of captains mast or DRB for simply doing your job is scary and is driving down morale. Some things are definitely in the positive direction especially with the family days and fun days or Shiloh olympics. But all in all the morale has definitely gone down significantly. The fear of never knowing if you are going to go to DRB or mast weighs heavily on the people's heads here.

## Operation Stress Control (OSC) Report

The Navy Operational Stress Control program works to help build resilient Sailors, families, and commands. Some stress is good because it can push a Sailor to do his/her personal best. However too much stress can harm both Sailors and commands and negatively impact mission effectiveness. This report gives you, the Commander/Commanding Officer, insight into the level of stress within your command and what some of the perceived reasons for that stress may be. We also offer you the chance to see how your command compares to the rest of the Navy by community. While it is impossible to remove every stressor faced in Navy life, we offer some recommendations for actions you can take to mitigate stress as well as strengthen or build command resilience. On the last page of this report, you will find a complete copy of the Stress Continuum, which describes each of the stress zones and actions that individuals, leaders, and family members can take to return to the Ready “green” zone. Please take a few minutes to review the chart and refer to it during your review of your command report. If you have any questions or would like additional information about OSC, please visit our website [www.navynavstress.com](http://www.navynavstress.com). If you have questions concerning the OSC survey or report, please call (901) 874-2256 (DSN 882).

### PART I: Overall Stress Assessment

#### A. Stress Continuum Model

##### 1. How familiar are you with the Stress Continuum Model?

	Frequency	Percent (%)
Confident	27	24.32
Can Apply	32	28.83
Understand	33	29.73
Slightly familiar	10	9.01
Not at all	9	8.11
Total	111	100.00

##### 2. During the PAST 30 DAYS, which stress zone most accurately describes your command?

	Frequency	Percent (%)
Green	2	1.80
Yellow	19	17.12
Orange	53	47.75
Red	31	27.93
Do Not Know	6	5.41
Total	111	100.00

**3. During the PAST 30 DAYS, which stress zone most accurately describes yourself?**

	Frequency	Percent (%)
Green	13	11.71
Yellow	32	28.83
Orange	45	40.54
Red	14	12.61
Do Not Know	7	6.31
Total	111	100.00

**B. Work Stress**

**4. During the PAST 12 MONTHS, (or since you reported to current command), how much stress did you experience at work or while carrying out your professional duties?**

	Frequency	Percent (%)
A lot	81	72.97
Some	25	22.52
A little	4	3.60
Not at all	1	0.90
Total	111	100.00

**C. Outside Stress**

**5. During the PAST 12 MONTHS, (or since you reported to current command), how much stress did you experience outside of work (in your family or social life)?**

	Frequency	Percent (%)
A lot	16	14.41
Some	28	25.23
A little	40	36.04
Not at all	27	24.32
Total	111	100.00

## D. Individual Stress - Past 30 Days

NOTE: "Individual Stress" is made up of the following four items:

In the PAST 30 DAYS...

- How often have you felt unable to control important things in your life
- How often have you felt difficulties were piling up so high that you could not overcome them
- How often have you felt confident about your ability to handle your personal problems
- How often have you felt things were going your way

(HIGHER AVERAGE = HIGHER STRESS):

If the "Unit" average is higher than the "Navy" average, then your unit is displaying a higher level of individual stress. Equally, if the "Unit" average is lower than the "Navy" average, then your unit is displaying a lower level of individual stress. Navy and Unit averages are based on Navy DEOCS respondents. Asterisk (\*) = five or less respondents.

	<b>Navy Average</b>	<b>Unit Average</b>
Aviation	9.63	0.00
Expeditionary	9.26	10.67
Intel	9.25	12.33
Medical	9.14	0.00
Special Operations	8.83	15.00
Submarine	9.51	0.00
Surface	10.15	12.29
Other	9.18	13.25
TOTAL	9.56	11.68



## E. Navy Work Week

### 7. On average, how many hours did you sleep per night in the PAST 30 days?

	Frequency	Percent (%)
3 hours or less	7	6.31
4 hours	28	25.23
5 hours	25	22.52
6 hours	31	27.93
7 hours	14	12.61
8 hours	5	4.50
9 hours	0	0.00
10 or more hours	1	0.90
Total/Average	111	5.33

## F. Types of Stress

### 8. Unpredictability of operations or job duties.

	Frequency	Percent (%)
A lot	54	48.65
Some	37	33.33
A little	13	11.71
Not at all	7	6.31
Total	111	100.00

### 9. Communication within my organization.

	Frequency	Percent (%)
A lot	40	36.04
Some	37	33.33
A little	23	20.72
Not at all	11	9.91
Total	111	100.00

**10. Lack of personnel in my working group to get the job done.**

	<b>Frequency</b>	<b>Percent (%)</b>
A lot	35	31.53
Some	26	23.42
A little	37	33.33
Not at all	13	11.71
Total	111	100.00

**11. Increase in my work load.**

	<b>Frequency</b>	<b>Percent (%)</b>
A lot	43	38.74
Some	30	27.03
A little	31	27.93
Not at all	7	6.31
Total	111	100.00

**12. Working long hours.**

	<b>Frequency</b>	<b>Percent (%)</b>
A lot	50	45.05
Some	29	26.13
A little	21	18.92
Not at all	11	9.91
Total	111	100.00

### 13. Conflicts between my professional duties and family responsibilities

	Frequency	Percent (%)
A lot	17	15.32
Some	21	18.92
A little	39	35.14
Not at all	34	30.63
Total	111	100.00

### G. Barriers to Seeking Care

#### 14. My shipmates/co-workers will see me as weak if I seek help for stress problems.

	Frequency	Percent (%)
Strongly agree	10	9.01
Agree	22	19.82
Neither agree nor disagree	35	31.53
Disagree	30	27.03
Strongly disagree	14	12.61
Total	111	100.00

#### 15. Navy attitudes create barriers to seeking help for stress problems.

	Frequency	Percent (%)
Strongly agree	9	8.11
Agree	44	39.64
Neither agree nor disagree	33	29.73
Disagree	17	15.32
Strongly disagree	8	7.21
Total	111	100.00

## H. Positive Aspects of Stress

Thinking about stressful situation(s) that you experienced at work in the past 12 months, (or since reporting to current command) please indicate how much you agree or disagree with the following statements:

### 16. I feel pride from my accomplishments.

	Frequency	Percent (%)
Strongly agree	31	27.93
Agree	26	23.42
Neither agree nor disagree	30	27.03
Disagree	12	10.81
Strongly disagree	11	9.91
Not applicable	1	0.90
Total	111	100.00









### 17. I am more confident in my abilities to deal with stressful situations in the future.

	Frequency	Percent (%)
Strongly agree	17	15.32
Agree	30	27.03
Neither agree nor disagree	39	35.14
Disagree	15	13.51
Strongly disagree	8	7.21
Not applicable	2	1.80
Total	111	100.00

## PART II: FACTOR ANALYSIS BY DEMOGRAPHIC

### USS SHILOH CG 67

The following provides an analysis of the six factors by individual demographic groups. Results displayed are derived by averaging responses from each question/item. This allows quick identification of specific high and low points by each demographic group. An asterisk (\*) represents a demographic with five or less respondents.

	Command Level	Individual Level	Individual Stress - 30 Days	Work Related Stress - 12 Mon	Other Stress - 12 Mon	Seeking Assistance
Military						
Civilian						
Officer						
Enlisted						
Junior Officer						
Senior Officer						
Junior Enlisted						
Senior Enlisted						
Junior Civilian						
Senior Civilian						
Men						
Women						
Minority						
Majority						
Total						

Green = Acceptable

Orange = Moderate Concern

Yellow = Slight Concern

Red = High Concern

## PART III: ADDITIONAL RESOURCES

The following provides additional resources and information specific to the United States Navy Operational Stress Control Program.

## STRESS CONTINUUM MODEL

### ACTIONS FOR INDIVIDUALS AND FAMILIES

	READY	REACTING	INJURED	ILL
Individuals	<ul style="list-style-type: none"><li>• Good sleep habits</li><li>• Good fitness habits</li><li>• Healthy eating</li><li>• Sense of humor</li><li>• Positive attitude</li><li>• Productive and focused</li><li>• Socially connected</li><li>• Calm and confident</li><li>• Effective communication</li><li>• Moderation and balance</li><li>• Able to relax</li><li>• Sense of purpose</li><li>• Feel on top of things</li></ul>	<ul style="list-style-type: none"><li>• Impatient or irritable</li><li>• Worried</li><li>• Trouble sleeping</li><li>• Appetite change</li><li>• Apathetic</li><li>• Withdrawing socially</li><li>• Cutting corners</li><li>• Reduced concentration</li><li>• Increased use of alcohol</li><li>• Increased use of tobacco</li><li>• Muscle tension/fatigue</li><li>• Excessive escape mechanisms (TV, Internet, gambling, etc.)</li></ul>	<ul style="list-style-type: none"><li>• Can't fall or stay asleep</li><li>• Weight changes</li><li>• Persistent, vivid nightmares</li><li>• Intense emotions</li><li>• Loss of interest in activities</li><li>• Social isolation</li><li>• Loss of moral bearing</li><li>• Suicidal/homicidal ideas</li><li>• Confusion/disorientation</li><li>• Episodes of rage or panic</li><li>• Numbness</li><li>• Loss of control</li><li>• Substance abuse</li></ul>	<ul style="list-style-type: none"><li>• Symptoms persist get worse, or return more severely</li><li>• Persistent trouble functioning</li></ul>
Families	<ul style="list-style-type: none"><li>• Children well-adjusted and secure</li><li>• Regular routines</li><li>• Good communication</li><li>• Clean/organized home</li></ul>	<ul style="list-style-type: none"><li>• Children acting out, or insecure</li><li>• Dropping routines</li><li>• Difficult communication</li><li>• Increased clutter and disorder</li><li>• Reduced intimacy</li></ul>	<ul style="list-style-type: none"><li>• Major behavior issues</li><li>• Feeling of chaos</li><li>• Constant fighting</li><li>• Silence, severe lack of communication</li><li>• Loss of intimacy</li><li>• Verbal or physical abuse</li></ul>	<ul style="list-style-type: none"><li>• Symptoms persist, get worse, or return more severely</li><li>• Persistent trouble functioning</li></ul>
Command/Unit	<ul style="list-style-type: none"><li>• High morale</li><li>• Strong cohesion</li><li>• Good order and discipline</li><li>• Deglamorization of alcohol and tobacco</li><li>• Attention to detail</li><li>• Clear sense of mission</li></ul>	<ul style="list-style-type: none"><li>• Falling morale</li><li>• Split groups</li><li>• Deferred maintenance</li><li>• Minor discipline problems</li><li>• Increased alcohol incidents</li><li>• Decreased attention to detail</li></ul>	<ul style="list-style-type: none"><li>• Low morale</li><li>• Divided camps</li><li>• Equipment out of service</li><li>• Significant discipline issues</li><li>• Significant alcohol incidents</li><li>• Multiple drug incidents</li><li>• Vigilante missions</li></ul>	<ul style="list-style-type: none"><li>• Not mission capable</li></ul>

### ACTIONS FOR LEADERS

READY	<ul style="list-style-type: none"><li>• Provide tough, realistic training</li><li>• Build unit cohesion</li><li>• Foster high morale, positive command climate</li><li>• Deglamorize alcohol and tobacco use</li></ul>
REACTING	<b>Includes all actions above and...</b> <ul style="list-style-type: none"><li>• Help Sailors maintain work-life balance</li><li>• Ensure adequate time for crew rest</li><li>• Encourage communication</li><li>• Conduct after action reviews</li><li>• Stress first aid</li><li>• Mitigate</li></ul>
INJURED	<b>Includes all actions above and...</b> <ul style="list-style-type: none"><li>• Refer for early intervention</li><li>• Communicate and coordinate with providers</li></ul>
ILL	<b>Includes all actions above and...</b> <ul style="list-style-type: none"><li>• Refer for medical evaluation and treatment</li><li>• Communicate and coordinate with providers</li><li>• Reintegrate into unit</li></ul>

For additional information about Navy Operational Stress Control or to seek help for individual, command, or family stress the following resources are available:

Operational Stress Control Online: [www.navy.navstress.com](http://www.navy.navstress.com)

Navy Marine Corps Public Health: [www.nmcphe.med.navy.mil](http://www.nmcphe.med.navy.mil)

Naval Center for Combat and Operational Stress Control: [www.nccosc.navy.mil](http://www.nccosc.navy.mil)

Navy Knowledge Online: [www.nko.navy.mil](http://www.nko.navy.mil)

Fleet and Family Support Center: [www.cnic.navy.mil/CNIC\\_HQ\\_Site](http://www.cnic.navy.mil/CNIC_HQ_Site)

Chaplains (Contact your local Base Chapel or [www.chaplaincare.navy.mil](http://www.chaplaincare.navy.mil))

Medical and Mental Health Providers (Contact your local Military Treatment Facility or [www.tricare.mil/mentalhealth](http://www.tricare.mil/mentalhealth))

Military One Source: [www.militaryonesource.com](http://www.militaryonesource.com) / 1.800.342.9647

#### **PART IV: RESPONSE TO "What three things could your command do to reduce your stress level?"**

Let us get off work when everyone is done with work, get rid of the monotonous powerpoint presentations, and allow emergency leave to not be counted against your standard leave days.

Back off and let sailors do their job.

Enforce rules instead of sending people to DRB for your personal interpretations of rules.

Create an environment where sailors aren't afraid to make mistakes that they will be able to learn from.

No comment

liberty

sports

Better organizational leadership who aren't afraid to let junior enlisted leave when the work is done instead of just sitting around and accomplishing nothing while waiting for 1500 to roll around and then leaving.

1) Allow us in every possible way, to get the recommended 8 hours of sleep in-port and underway. I have worked way too many 36hr days with little to no sleep too often. We often operate with 4 hours give or take an hour of sleep on a regular basis which is not just unhealthy but hazardous.

2) Restructure the Plan of the days to actually allow WORK to be completed. There are too many things that break up work productivity.

One must meter expectations with encouragement as well as discipline. Additionally, 'Discipline' is not synonymous with punishment. It's one's own bearing and the dedication to a higher standard. It's also the study, learning, and practice that requires careful patience.

Planning

Customer Service

Leadership Interactions

Keep the sister section duty

stop instituting more rules and stricter instructions.  
better flow of communication from leadership to the entire chain.  
easing the atmosphere of constant fear of njp for any infractions.

Clearly state expectations or changes.  
Understand mando fun or days off = less work to get done or coming in on weekends for certain work centers.

I was unable to complete this survey further due to time constraints.

1. Stop having so many meetings, and give us time to actually complete our work.
2. Stop micromanaging us. Give us the opportunity to do our work.
3. Trust goes a long way. Start trusting us and you might find that we will be much happier to work for you.

Actual PT(YOUR OWN WORKOUT) time  
better food options or healthier options

n/a

- Promote a schedule where both Khaki and E-6 and below can enjoy ample liberty time.
- Allow for people without cars to have ample time to make it to work
- Promote a stable and efficient schedule for both Khaki and E-6 and below can enjoy ample liberty time.

make a plan and stick to it.  
start acting like the command is unified.  
give us an opportunity to spend time with our families rather than give our all for the command and then be thrown away.



Work hours not changing all the time.

ALLOW MORE BALANCE BETWEEN WORK AND HOME RESPONSABILITIES.

Nothing

Actually communicate.

No more changes in the work week they change weekly now.

More time to allow us to get ready im always being rushed from one spot to the other.

Allow for member to be more responsible when it comes to their lives and work.

let the immediate chain of command do there job.

hold standards, but be understanding, everthing is scrutinized and blown our of proportion. have more command MWR events.

The CO could stop micromanging us, begin trusting us, and fire the XO.

Leadership training for the CoC  
Improvements on Communication  
More set schedule

- 1) Have a clear cut schedule
- 2) Fix the POD
- 3) Stop unnecessary tasking, and the feel for rework for the sake of rework.

-Fix the way they lead; lead on the basis of trust; fix the inordinate focus on the letter and not the spirit of mission accomplishment

N/A

1. A STABLE POD/POW.
2. A NEW CO
3. A NEW CO

n/a

stop giving maximum punishment for minimum offences  
stop changing the pod on a whim  
more clarity in the expectations of junior sailors

Better communication  
better explain Expectation

1. reduce the tedious long meetings
2. Streamline the POD
3. Standardize the work day length.

- 1) Minimize schedule changes
- 2) Grant departmental leadership more autonomy in managing their departments
- 3) Minimize additional administrative workload

More liberty, no schedule changes, and let the change of command handle the punishment (at the lowest level).

Work to task and not to time.  
Prioritize what's important and reschedule/reconsider what is not important  
Comms, which is always a problem.

Better Food,

I really cant think of anything.

At this point, I don't know anymore.

Stop hitting the work centers at 1600 on a friday with last minuite tasking which creates a lot of small day to day issues  
can bulid up over time and create unneeded stress.

Liberty Expiration at 0630 when the trains do not run until 545...but no one cares because the CAPT, XO, and CMC all  
live (b) (6), (b) (6)

2) Realize that we are in Dry Dock and allow us to have more down time

...

Stop micro-managing the workcenter, CO needs to trust the crew, stop adding things to drag the working hours out to  
12 hour days.

N/A

Treat us like human beings, do not use mast like dictatorships use firing squads.

IESS WORK HOURS BECUASE OF THE HEAT. MORE ACTIVITES AS A COMMAND.

More MWR events that are outside the base. command sponsored events are often just a hassle and your chain of command will force you to go for numbers not to se you have a good time

Communication and better planning amongst everyone.  
Move me to a new command.  
New CO.

Change M,W,F liberty experation back to 0700 unless we're drilling.  
Give power and respect back to my Chief and Divo.  
Let me work less then a 12 hour day...

Have more personnel.

Change the POD to make more sense  
Stop getting people in trouble for pointless things  
Hva ebetter communication

more work  
more pt  
less sleep hour

put liberty back to 7  
get rid of white cards we are sailors  
and let us do our jobs.  
there is a schedule for captain mast

Stop working us to the ground there is always tomorrow.

Stop having certain divisions cut out like OI at 1100 everyday when you have divisions working past 1800. I thought it was one team one fight everyone needs help here and there. this could have everyone getting off at a decent time.

Stop looking at everyone like they are guilty until proven guilty.

more family time while inport.

Set work hours, and work lists.

STOP CHANGING THE BATTLE RYTHM EVERY TWO WEEKS!

Reduce breakdown in communication.

The captain should calm down a little bit with all these mast cases and DRB's for small stuff. Obviously something big is wrong because 50-75% of everyone are cancelling their OTEIPS. That means something isn't right

Trainings have been conducted and talking to CHAPS

Stop sending people to mast for minor offences.

Communicate. Communicate. Communicate.

more time to do personal thing shorter working ours.

Enforce that sexual jokes are not to be used in the work center, abolish PT, minimize the broad spectrum of DRB reasons.

1. stop coming up with jobs just to make yourself look like your division is working all the time.

Fix the CO

Be logical and reasonable, and understand the importance of morale.

Clearly define the end of the work day. Right now it is a situation where you aren't "told" to stay late... but it is expected.

Stop hammering people for simple things.

Planning, communication and giving a damn.

1. More
2. Command
3. Events

1. Provide professional training to chain of command in dealing with individual when it comes to correcting them.
2. Opportunity to try other related NEC to advance in my career.
3. Be able to change rate or TAD to different jobs to be able to contribute more to this command.

REDUCE THE LIBERTY RESTRICTIONS

REWARD THOSE WHO GO ABOVE AND BEYOND THE CALL OF DUTY TO GET THEIR JOBS DONE.

UNDERSTAND THAT OUR LIVES OFF THE SHIP ARE JUST AS IMPORTANT AS OUR DUTIES ON THE SHIP.

Trust your people  
Communicate better  
Be more consistent

Be more competent and aware of the crew climate.

Relief of commanding review of ship leadership and creating the continued positive morale change around

Have a plan  
Plan better  
Stick to the plan

Relief of commanding officer and only get rid of fake was in the upper chain of command and also I would pick orders to leave command

Bring in somebody to make morale better not a blood thirsty animal

1- EQUAL OPORTUNITY (REGARDLESS OF GENDER.  
2- COMMUNICATE BETTER  
3- STOP TERMINATING SAILORS CAREERS WITH THE ONLY PURPOSE TO SEND A MESSAGE. MINOR OFFENCES SHOULD NOT BE JUSTIFICATION TO TERMINATE A SAILOR'S CAREER, AND INCREASING THE BURDON OF WORK ON OTHERS.

Honestly care for the sailors morale and wellbeing. Punishing and threatening sailors for something insignificant and ridiculous.

First of all the higher chain of command can stop being so back stabbing and snitching to cover their own backs. I thought when I joined the navy people would be willing to help you out and work as a team but in reality if you ask someone for help around here its like pulling teeth, as if its taking money out of their pocket to help you out. Everybody here is just in it for themselves. I've never met so many people who dread coming to work everyday and even for the individuals who used to like coming to work dread it now. So Ill reiterate again, everyone is back stabbing here and if it

find out what the crew as a whole REALLY wants not just what the khaki thinks they aren't the one's putting in the real man hours

work hours, instead of wasting time in the morning when it's cool bsing in the gym we can work until about 1430 1500 and then go PT after that way we get a good work day in and still get off at a decent time

Find people not doing work instead of the people whom are already tasked.

Information Flow.

let me work  
let me off work at a decent time  
give me time to relax

Not sure. I'm just tired.

ship schedule  
time off

get rid of the of the 0630 muster.

setting priorities

More days off



Why bother, no one is reading this.

New Commanding Officer.  
More time off.  
Better Schedule.

Idk

More command-wide functions.  
More time off.  
More training.

1. verbal counselings
2. Higher chain of command be more willing to get their hands dirty.
3. More appreciation for the junior enlisted and all the good things we do not just focus on the bad.

knowing  
better planning  
have a say so in matters not out of my pay grade

Training instead of punishment, less time in a work day because we are in the 110 degree ship for 12+ hours without air, an understanding chain of command

work load  
maintenance  
duty

spread out the work load better

Better communication between senior leadership and subordinates!!  
More focus on family oriented events!!!  
More opportunities to succeed in the current work environment

none

See every section I wrote about earlier...

#### COMMUNICATION VICTIMIZING SAILORS

I beleive the regular Pt throughout the week is a tool to help reduce stress and promote teamwork.

Reduce favortism in divisions  
More training on maintenance  
More equal opportunities for people who would like to go TAD or to a school.

1) Publish a document with basic but detailed expectations on a daily basis. There is currently to much uncertainty and unrest regarding daily operations.  
2) Change is good, only when fully communicated to all who need to know. Changing the daily routine in an attempt to shorten the work day needs to result in shortening the work day. Wha has happened is an earlier start to the day but everyone still leaves the same time resulting in the posibility of being overworked.

1- Better Planning.  
2- We need a new XO. One that will fight for his crew.  
3- We need a new CO. One that will believe in his crew.

COMMUNICATE  
MAKE A PLAN BY PEOPLE WHO KNOWS WHATS GOING ON. AKA E7 THROU E9  
PUT MISSION FIRST.

Get a new CO  
Get a new CO  
Get a new CO

1. Ensure that junior personnel are treated (tasked and punished) fairly and without personal inflections by department heads.
2. Personnel can seek help from thier CME0 more easily (he's usually busy with other duties and can't be bothered)
3. Complaints given can be taken more seriously and addressed as more than 'griping' or 'whining'